

THE

**REVENUE AND  
EXPENDITURE ESTIMATES  
FOR THE  
FINANCIAL YEAR 2026/2027**

**Cmd. 4 of 2026**

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**Presented to Parliament by Command of  
The President of the Republic of Singapore**

**Ordered by Parliament to lie upon the Table:**

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**12 February 2026**





**REPUBLIC OF SINGAPORE**

**THE**

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EXPENDITURE ESTIMATES  
FOR THE  
FINANCIAL YEAR 2026/2027**



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## EXPLANATORY NOTES

The Revenue and Expenditure Estimates for the Financial Year 2026/2027 comprises four sections:

- I      Summary Tables of Revenue and Expenditure Estimates
- II     Statement of Assets and Liabilities
- III    Expenditure Estimates by Head of Expenditure
- IV    Annex to the Expenditure Estimates

The presentation of each Head of Expenditure in Section III is in two parts:

- (a)    ***Overview*** - This commences with a statement outlining the mission of the Head.
- (b)    ***FY2026 Expenditure Estimates*** - This contains the following:
  - (i)    Expenditure Estimates by Object Class – This is a summary table giving the breakdown of the FY2026 expenditure estimates by object classes. Details of the revenue and expenditure classification, coding and control systems are provided at the end of these Explanatory Notes.
  - (ii)   Establishment List – This reports the authorised manpower for the Ministries and Organs of State. Political appointments in the Establishment List may include political office holders who hold concurrent appointments under other Heads of Expenditures.
  - (iii)   The FY2025 Budget – This highlights the major trends and changes in expenditure for FY2025.
  - (iv)   The FY2026 Budget – This highlights the major trends and changes in allocations for FY2026.
  - (v)   Distribution by Programme – This provides a summary of the distribution of expenditure among the programmes. Details for the programmes are contained in the Annex to the Expenditure Estimates Document.
  - (vi)   Development Expenditure by Project – This presents a breakdown of development expenditure by project.
  - (vii)   Other Consolidated Fund Outlays – These are outlays that do not form part of operating expenditure.
  - (viii)   Other Development Fund Outlays – These are outlays that do not form part of development expenditure.
  - (ix)   Key Performance Indicators (KPIs) – This presents an overview of desired outcomes and KPIs.

All percentages are computed based on absolute figures. Due to the rounding of data, sub-totals in the columns of the various summary tables may not necessarily add up to totals. Unless otherwise stated, all comparisons of increases and decreases are relative to the revised FY2025 estimates. Zeros or fields with no data are presented as “-”. Under KPIs, zeros are reflected as “0” while fields with no data are reflected as “n.a.”.

## **Explanatory Notes – continued**

### **COMMON ABBREVIATIONS**

<i>Abbreviation</i>	<i>Phrase</i>
APEC	- Asia-Pacific Economic Cooperation
ASEAN	- Association of Southeast Asian Nations
CPF	- Central Provident Fund
CPI	- Consumer Price Index
CY	- Calendar Year
EU	- European Union
FY	- Financial Year. The Government's financial year is from 1st April of the calendar year to 31st March of the following calendar year.
G20	- The Group of Twenty
GDP	- Gross Domestic Product
GST	- Goods and Services Tax
ha	- hectare
HQ	- Headquarters
ICT	- Infocomm Technology
IMF	- International Monetary Fund
IMD	- International Institute for Management Development
ISO	- International Organisation for Standardisation
IT	- Information Technology
KPI	- Key Performance Indicator
n.a.	- not applicable or not available
NGO	- Non-Governmental Organisations
OECD	- Organisation for Economic Co-Operation and Development
PS-COA	- Singapore Public Sector Chart of Accounts
R&D	- Research and Development
SINGA	- Significant Infrastructure Government Loan Act 2021
SQC	- Singapore Quality Class
UN	- United Nations
US	- United States
WEF	- World Economic Forum
w.e.f.	- with effect from

## Explanatory Notes – continued

### REVENUE CLASSIFICATION AND CODING SYSTEM

To facilitate analysis, revenue collections are monitored by accounts (L5) and grouped by objects (L4), objects by object groups (L3), object groups by object classes (L2), and object classes by object categories (L1) as shown in the following table:

<i>Level</i>	<i>Example</i>	<i>Code</i>
(L1) OBJECT CATEGORY	Tax Revenue	B00000
(L2) OBJECT CLASS	Asset Taxes	B20000
(L3) OBJECT GROUP	Property Tax	B21000
(L4) OBJECT	Private Properties	B21100
(L5) ACCOUNT	Private Residential Properties	B21101

Operating Revenue comprises four object categories (i.e. Tax Revenue, Fees and Charges, Contribution Income and Others).

The detailed list of revenue object categories (L1), object classes (L2), object groups (L3) and objects (L4) is given in the table below.

From FY2026 onwards, Ministries and Organs of State will adopt the new Singapore Public Sector Chart of Accounts (PS-COA). Figures pertaining to FY2025 and earlier are based on the previous Chart of Accounts and will not be reclassified. The key implications of the transition to the PS-COA are as follows:

- (a) The PS-COA contains accounts that are new or have been repurposed from the previous Chart of Accounts. Object categories, object classes, object groups and objects from the previous Chart of Accounts that have been deactivated or repurposed are suffixed with an “A” to denote that they have been archived. They will cease to be used from FY2028, when the transition to the PS-COA is complete.

Key changes from the previous Chart of Accounts to the PS-COA have been indicated as remarks in the table below. These changes are presented up to the object (L4) level, which is the level at which revenue estimates are presented in Section I of the Revenue and Expenditure Estimates.

- (b) For object categories, object classes, object groups and objects that have a change in scope, year-on-year comparisons may not be meaningful.

**Explanatory Notes – continued**  
**Revenue Classification and Coding System**  
**Object Codes and Titles**

L1	L2	L3	L4	Remarks
<b>OPERATING REVENUE</b>				
B00	TAX REVENUE			
B10	INCOME TAXES			
B11	Corporate, Personal and Withholding Taxes			
B111	Corporate Tax			
B112	Personal Tax			
B113	Withholding Tax			
B12	Statutory Boards' Contribution			
B20	ASSET TAXES			
B21	Property Tax			
B211	Private Properties			
B212	Statutory Properties			
B219	Other Properties			
B22	Estate Duty			
B30	CUSTOMS, EXCISE AND CARBON TAXES			
B31	Excise Duties			
B311	Petroleum Product Excise Duty			
B312	Tobacco Excise Duty			
B313	Liquor Excise Duty			
B314	Motor Vehicle Excise Duty			
B315A	CNG Unit Duty			Aggregated into B319
B318A	Other Excise Duties			Aggregated into B319
B319	Other Excise Duties			Shifted from B318A
B32	Customs Duties			
B323	Liquor Customs Duty			
B329	Other Customs Duties			
B33	Carbon Tax			

**Explanatory Notes – continued**  
**Revenue Classification and Coding System**  
**Object Codes and Titles**

L1	L2	L3	L4	Remarks
B00	TAX REVENUE – continued			
B40	MOTOR VEHICLE TAXES			
	B401	Additional Registration Fees		
	B402	Road Tax		
	B403A	Special Tax on Heavy Oil Engines		Aggregated into B409
	B404A	Non-Motor Vehicle Licences		Aggregated into B409
	B406A	Conversion Premium		Aggregated into B409
	B409	Other Motor Vehicle Taxes		New account
B50	GOODS AND SERVICES TAX			
B60	FOREIGN WORKER LEVY			Disaggregated from B90
B60A	BETTING TAXES			Shifted to B801
B70	STAMP DUTY			
B80	SELECTIVE CONSUMPTION TAXES			Change in scope
	B801	Betting Taxes		Shifted from B60A
	B802	Water Conservation Tax		
B90	OTHER TAXES			Change in scope
C00	FEES AND CHARGES			
C10	LICENCES AND PERMITS			Change in scope
	C11A	Environment		Disaggregated into sub-accounts
	C12A	Home Affairs		Disaggregated into sub-accounts
	C13A	Housing and Properties		Disaggregated into sub-accounts
	C14A	Medical and Health		Disaggregated into sub-accounts
	C15A	Commerce		Disaggregated into sub-accounts
	C16A	Transport		Disaggregated into sub-accounts
	C17A	Customs and Excise		Disaggregated into sub-accounts
	C19A	Other Licences and Permits		Disaggregated into sub-accounts

**Explanatory Notes – continued**  
**Revenue Classification and Coding System**  
**Object Codes and Titles**

L1	L2	L3	L4	Remarks
C00	FEES AND CHARGES – continued			
C20	SERVICES RENDERED			Renamed from <i>Service Fees</i>
	C21A Admission Charges			Disaggregated into sub-accounts
	C22A Environmental Fees			Disaggregated into sub-accounts
	C23A Fire and Police Services Fees			Disaggregated into sub-accounts
	C25A Inspection and Certification Fees			Disaggregated into sub-accounts
	C27A Professional Services Fees			Disaggregated into sub-accounts
	C28A Schools and Institutions Fees			Disaggregated into sub-accounts
	C29A Other Service Fees			Disaggregated into sub-accounts
C30	GOODS SUPPLIED			Renamed from <i>Sales of Goods</i>
	C32A Publications			Disaggregated into sub-accounts
	C33A Commercial Goods			Disaggregated into sub-accounts
	C34A Search and Supply of Information			Disaggregated into sub-accounts
	C39A Stores and Other Goods			Disaggregated into sub-accounts
C40	RENTAL			
	C41 Residential Properties			
	C42 TOL/Rental on State Land			Disaggregated from C49A
	C42A Local and Overseas Quarters			Aggregated into C49
	C43 Premises for Businesses			
	C44A School Premises			Aggregated into C49
	C49 Other Rental			Renamed from <i>Other Premises</i> with change in scope
	C49A Other Premises			Renamed to <i>Other Rental</i> with change in scope
C50A	FINES AND FORFEITURES			Shifted to J10
	C51A Court Fines and Forfeitures			Shifted to J11
	C52A Traffic Fines			Shifted to J12
	C53A Composition Fines and Penalties			Shifted to J13
	C59A Other Fines and Penalties			Disaggregated into J13, J15, J19
C60A	REIMBURSEMENTS			Aggregated into J90
	C61A Recovery of Costs/Expenses			Aggregated into J90
	C62A Reimbursement for Services			Aggregated into J90
	C63A Secondment/Loan of Staff			Aggregated into J90
	C69A Other Reimbursements			Aggregated into J90
C90	OTHER FEES AND CHARGES			Change in scope

**Explanatory Notes – continued**  
**Revenue Classification and Coding System**  
**Object Codes and Titles**

L1	L2	L3	L4	Remarks
H00				
				New account
J00				
J00A				Renamed from <i>Others</i> with change in scope
				Renamed to <i>Others (Operating Revenue)</i> with change in scope
J10				Shifted from C50A
J11	Court Fines and Forfeitures			Shifted from C51A
J12	Traffic Fines			Shifted from C52A
J13	Composition Sums			New account
J15	Liquidated Damages/Forfeiture of Deposit			Disaggregated from C59A
J19	Other Fines and Penalties			Disaggregated from C59A
J90	MISCELLANEOUS OPERATING REVENUE			New account
OTHER RECEIPTS				
L00				
L00	INVESTMENT AND INTEREST INCOME			
L10	INTEREST			
	L11 Interest on Investments			
	L13 Interest on Bank Accounts			
L20	DIVIDENDS			
L40	INTEREST ON LOANS			
L90	OTHER INVESTMENT AND INTEREST INCOME			New account
M00				
M00	CAPITAL RECEIPTS			
M10	SALE OF LAND			
M20	SALE OF CAPITAL GOODS			
M30A	OTHER CAPITAL RECEIPTS			Shifted to M90
M90	OTHER CAPITAL RECEIPTS			Shifted from M30A
P00	OTHERS (NON-OPERATING REVENUE)			

## Explanatory Notes – continued

### **EXPENDITURE CLASSIFICATION, CODING AND CONTROL SYSTEM**

The Expenditure Estimates of the Government of Singapore are classified by Head of Expenditure and further subdivided by programme, and by activity and finally by cost centre pool as shown in the following table:

<i>Level</i>	<i>Example</i>	<i>Code</i>
(1) HEAD OF EXPENDITURE	Ministry of Home Affairs	P
(2) PROGRAMME	Police	PC
(3) ACTIVITY	Crime Control	PC01
(4) COST CENTRE POOL	Admin and Finance Department	PC0101

Section III (the Expenditure Estimates) contains summary information of expenditure estimates by Head of Expenditure. Information on expenditure at the programme level is contained in Section IV (the Annex to the Expenditure Estimates) while more detailed information on expenditure at the activity level is contained in the FY2026 Expenditure Control Document.

To facilitate budget analysis and control, expenses are monitored by accounts (L5) and grouped by objects (L4), objects by object groups (L3), object groups by object classes (L2), and object classes by object categories (L1) as shown in the following table:

<i>Level</i>	<i>Example</i>	<i>Code</i>
(L1) OBJECT CATEGORY	Other Operating Expenditure	200000
(L2) OBJECT CLASS	Consumption of Products and Services	210000
(L3) OBJECT GROUP	Rental	212000
(L4) OBJECT	Land and Building	212100
(L5) ACCOUNT	Rental: Building	212101

For control purposes, the allocation for each Head of Expenditure is distributed among a number of subheads of expenditure. The total allocation under each object category consolidated for the entire Head of Expenditure constitutes a subhead under the Main or Development Estimates.

In the course of the financial year, Ministries and Organs of State might find that the approved allocations for certain programmes and projects are no longer adequate due to changed circumstances. Transfers of funds within a subhead and between subheads may be approved by the Accounting Officer of a Ministry or Organ of State. Where transfers within a particular subhead or between subheads are inadequate to meet new expenditure needs, the Ministry or Organ of State concerned has to seek Parliament's approval for Supplementary Estimates.

## **Explanatory Notes – continued**

### **EXPENDITURE CLASSIFICATION, CODING AND CONTROL SYSTEM**

The detailed list of expenditure object categories (L1), object classes (L2) and object groups (L3) is given in the table below.

From FY2026 onwards, Ministries and Organs of State will adopt the new Singapore Public Sector Chart of Accounts (PS-COA). Figures pertaining to FY2025 and earlier are based on the previous Chart of Accounts and will not be reclassified. The key implications of the transition to the PS-COA are as follows:

- (a) The PS-COA contains accounts that are new or have been repurposed from the previous Chart of Accounts. Object classes and object groups from the previous Chart of Accounts that have been deactivated or repurposed have been suffixed with an “A” to denote that they have been archived. They will cease to be used from FY2028, when the transition to the PS-COA is complete.

Key changes from the previous Chart of Accounts to the PS-COA have been indicated as remarks in the table below. The transition to the PS-COA entails reorganisation of object groups (L3), objects (L4) and accounts (L5), which are consolidated within higher-level accounts in the expenditure estimates. These changes are presented at the object class (L2) level, which is the level at which expenditure estimates are presented in Sections I, III and IV of the Revenue and Expenditure Estimates, with new object groups (L3) also indicated.

- (b) For object classes that have a change in scope, year-on-year comparisons may not be meaningful.

Operating expenditures are expenses incurred to maintain the operations and regular activities of the Government, and Government grants and transfers. They include expenditure on manpower, other operating expenditure, grants, transfers and capital injections to Statutory Boards and other organisations, and other transfers. Agency fees on land sales, investment expenses, SINGA-related outlays and net disbursements of advances are excluded.

**Explanatory Notes – continued**  
**Expenditure Classification, Coding and Control System**  
**Object Codes and Titles**

L1	L2	L3	Remarks
<b>EXPENDITURE ON MANPOWER</b>			
1100	CIVIL LIST (MANPOWER)		
1110	The Privy Purse		
1120	Acting President's Allowance		
1130	Personal Staff		
1200	POLITICAL APPOINTMENTS		
1210	Political Appointments		
1300	PARLIAMENTARY APPOINTMENTS		
1310	Speaker of Parliament		
1320	Members of Parliament		
1400	OTHER STATUTORY APPOINTMENTS		
1410	Other Statutory Appointments (Statutory Expenditure)		
1420	Other Statutory Appointments (Non-Statutory Expenditure)		
1500	PERMANENT STAFF		
1510	Permanent Staff		
1600	TEMPORARY, DAILY-RATED AND OTHER STAFF		
1610	Temporary, Daily-Rated and Other Staff		
1800A	PERSONNEL CENTRAL VOTE		Deactivated
1810A	Personnel Central Vote		

**Explanatory Notes – continued**  
**Expenditure Classification, Coding and Control System**  
**Object Codes and Titles**

L1	L2	L3	Remarks
<b>OTHER OPERATING EXPENDITURE</b>			
2100	CONSUMPTION OF PRODUCTS AND SERVICES		Reorganisation of object groups, objects and accounts, with 2110A shifted to 2200
	2110A Maintenance		
	2120 Rental		
	2130 Supplies for Consumption		New Account
	2130A Other Supplies		
	2140 Utilities		New Account
	2140A Communications and Transport		
	2150 Travel and Transport		New Account
	2160 Professional Services		New Account
	2160A Research, Innovation and Review		
	2170 Technology-Related Services		New Account
	2170A Payment of Services to Statutory Boards		
	2180 Other Services		New Account
	2180A Payment of Services to Non-Statutory Boards		
2200	MAINTENANCE		New Account, shifted from 2110A
	2210 Land and Building		New Account
	2220 Infrastructure		New Account
	2230 Transport and Facilities		New Account
	2240 Plant and Machinery		New Account
	2250 Fittings and Equipment		New Account
	2260 Technology-Related		New Account
	2270 Intangible Assets and Others		New Account
2200A	CIVIL LIST (OTHERS)		Deactivated
	2210A Civil List (Others)		
2300	STAFF DEVELOPMENT AND WELL-BEING		Renamed from <i>Manpower Development</i> , with 2310A and 2320A aggregated into 2310
	2310 Staff Development and Well-Being		New Account
2300A	MANPOWER DEVELOPMENT		Renamed to <i>Staff Development and Well-Being</i> , with 2310A and 2320A aggregated into 2310
	2310A Staff Development		
	2320A Staff Well-Being and Subsidy		

**Explanatory Notes – continued**  
**Expenditure Classification, Coding and Control System**  
**Object Codes and Titles**

L1	L2	L3	Remarks
<b>OTHER OPERATING EXPENDITURE</b>			
2400	INTERNATIONAL AND PUBLIC RELATIONS, COMMUNICATIONS		Deactivation of 2420A, 2430A and 2440A, and shifting of 2450A to 2420
2410	Entertainment		
2420	Marketing and Advertising		New Account
2420A	Official Visits – International Relations		
2430A	Conferences and Seminars		
2440A	Ceremonies, Campaigns and National Exercises		
2450A	Mass Media Expenses		
2490	Other Representational Expenses		
2600A	PROGRAMMES CENTRAL VOTE		Deactivated
2610A	Programmes Central Vote		
2700	ASSET ACQUISITION		Disaggregation of 2710A into 2710 to 2760 and shifting of 2720A to 2770
2710	Land and Building		New Account
2710A	Purchase of Tangible Assets		
2720	Infrastructure		New Account
2720A	Purchase of Intangible Assets		
2730	Transport and Facilities		New Account
2740	Plant and Machinery		New Account
2750	Fittings and Equipment		New Account
2760	Technology-Related		New Account
2770	Intangible Assets & Others		New Account
2800	MISCELLANEOUS		Reorganisation of objects and accounts
2810	Financial Claims and Refunds		
2820	Legal Expenses and Settlements		
2830	Tax		New Account
2850	Interest		New Account
2900	MILITARY EXPENDITURE		
2910	Military Expenditure		

**Explanatory Notes – continued**  
**Expenditure Classification, Coding and Control System**  
**Object Codes and Titles**

L1	L2	L3	Remarks
<b>GRANTS, TRANSFERS AND CAPITAL INJECTIONS</b>			
3100	GRANTS AND CAPITAL INJECTIONS TO STATUTORY BOARDS		Reorganisation of object groups, objects and accounts
3110	Operating Grants		New Account
3110A	Subvention for Operating Costs		
3120	Capital Injections		
3130	Operating Grants (For Capital Assets)		New Account
3140	Pass-Through Grants to Statutory Boards		New Account
3190A	Others		
3200	GRANTS AND CAPITAL INJECTIONS TO EDUCATIONAL INSTITUTIONS		Reorganisation of object groups, objects and accounts
3210	Operating Grants		New Account
3210A	Subvention for Operating Costs		
3220	Capital Injections		
3230	Operating Grants (For Capital Assets)		New Account
3240	Pass-Through Grants to Educational Institutions		New Account
3290A	Others		
3400	GRANTS AND CAPITAL INJECTIONS TO OTHER ORGANISATIONS		Reorganisation of object groups, objects and accounts
3410	Operating Grants		New Account
3410A	Subvention for Operating Costs		
3420	Capital Injections		
3430	Operating Grants (For Capital Assets)		New Account
3440	Pass-Through Grants to Others		New Account
3490A	Others		

**Explanatory Notes – continued**  
**Expenditure Classification, Coding and Control System**  
**Object Codes and Titles**

L1	L2	L3	Remarks
<b>TRANSFERS</b>			
3500		SOCIAL TRANSFERS TO INDIVIDUALS	
3510		Education	
3520		Social	
3530		Health	
3590		Others	New Account
3600		TRANSFERS TO INSTITUTIONS AND ORGANISATIONS	
3610		Education	
3620		Culture, Community and Youth	
3630		Health	
3640		Trade and Industry	
3690		Others	New Account
3700		SPECIAL TRANSFERS	
3710		Special transfers	
3800		INTERNATIONAL ORGANISATIONS AND OVERSEAS DEVELOPMENT ASSISTANCE	Disaggregation of 3810A into 3810 to 3830 and disaggregation of 3820A into 3840 to 3890
3810		Assessed/Mandatory Membership Contributions	New Account
3810A		Contributions to International Organisations	
3820		General Support National NGOs	New Account
3820A		Overseas Development Assistance	
3830		Voluntary Contributions to International Organisations	New Account
3840		Technical Assistance Singapore Cooperation Programme	New Account
3850		Other Technical Assistance Programmes	New Account
3860		Scholarships, Tuition Grants to Foreign Students	New Account
3890		Other Assistance	New Account

**Explanatory Notes – continued**  
**Expenditure Classification, Coding and Control System**  
**Object Codes and Titles**

L1	L2	L3	Remarks
<b>OTHER CONSOLIDATED FUND OUTLAYS</b>			
4100	EXPENSES ON LAND SALES		
	4110	Expenses on Land Sales	
4200	EXPENSES ON INVESTMENTS		
	4210	Expenses on Investments	
4300	DEBT SERVICING AND RELATED COSTS		
4400	PRINCIPAL REPAYMENTS		
4500	TRANSFERS FROM CONSOLIDATED REVENUE ACCOUNT		
	4510	Transfers to Government Funds	
	4520	Transfers to Endowment Funds	
	4530	Transfers to Statutory and Trust Funds (I)	
	4540	Transfers to Statutory and Trust Funds (II)	
	4550	Transfers to Statutory and Trust Funds (III)	
	4590	Other Fund Transfers	
4600	LOANS AND ADVANCES (DISBURSEMENT)		
	4610	Advances	
	4620	Loans	
	4630	Financial Assistance Schemes	

**Explanatory Notes – continued**  
**Expenditure Classification, Coding and Control System**

Development expenditures are expenses that represent a longer-term investment and/or are incurred on capital assets in respect of or in connection with the economic development or general welfare of Singapore. Examples of spending areas are on the acquisition of heavy equipment and capital assets, e.g. buildings and roads. Land-related expenditure and net lending are excluded.

**Object Codes and Titles**

L1	L2	L3	Remarks
<b>DEVELOPMENT EXPENDITURE</b>			
5100 GOVERNMENT DEVELOPMENT			
5110	Government Development (Capitalised)		
5120	Government Development (Non-Capitalised)		
5130	Government Research and Development		
5150	SINGA Assets		
5200	GRANTS AND CAPITAL INJECTIONS TO ORGANISATIONS		
5210	Grants and Capital Injections to Statutory Boards		
5220	Grants and Capital Injections to Educational Institutions		
5230	Grants and Capital Injections to Other Organisations		
OTHER DEVELOPMENT FUND OUTLAYS			
5500	LAND RELATED EXPENDITURE		
5510	Land-Related Expenditure		
5600	LOANS		Deactivation of 5630A
5610	Housing Loans		
5620	Economic Development Assistance Loans		
5630A	Educational Loans		
5690	Other Loans		
5900	TRANSFER FROM DEVELOPMENT FUND		
5910	Transfer from Development Fund		

# **OVERVIEW**



## OVERVIEW OF THE BUDGET FOR FINANCIAL YEAR (FY) 2026

### **Budget for FY2026**

The FY2026 Budget is summarised in [Table 1.1](#).

### **Operating Revenue**

Operating Revenue is projected to be \$134.75 billion, which is \$3.89 billion or 3.0% higher than Revised FY2025. This is mainly due to an increase in estimated collections from Corporate Income Tax, Personal Income Tax, Goods and Services Tax, Vehicle Quota Premiums, and Motor Vehicle Taxes, which are partially offset by lower collections in Other Taxes.

Corporate Income Tax collections are projected to be \$37.77 billion, which is \$2.53 billion or 7.2% higher than Revised FY2025. Personal Income Tax collections are projected to be \$21.80 billion, which is \$1.16 billion or 5.6% higher than Revised FY2025.

Goods and Services Tax collections are projected to be \$22.25 billion, which is \$0.95 billion or 4.5% higher than Revised FY2025.

Vehicle Quota Premiums collections are projected to be \$9.42 billion, which is \$0.76 billion or 8.8% higher than Revised FY2025.

Motor Vehicle Taxes collections are projected to be \$2.80 billion, which is \$0.41 billion or 17.2% higher than Revised FY 2025.

Other Taxes (Land Betterment Charge and Annual Tonnage Tax) are projected to be \$1.63 billion, which is \$2.35 billion or 59.0% lower than Revised FY2025.

### **Total Expenditure**

Total Expenditure is projected to be \$137.32 billion, which is \$12.86 billion or 10.3% higher than Revised FY2025. Operating Expenditure is projected to be \$103.27 billion, which is \$5.80 billion or 6.0% higher than Revised FY2025. Development Expenditure is projected to be \$34.05 billion, which is \$7.06 billion or 26.2% higher than Revised FY2025.

### **Special Transfers**

Special Transfers including Top-ups to Statutory and Trust Funds are projected to be \$21.74 billion.

### **Net Investment Returns Contribution (NIRC)**

NIRC for FY2026 is estimated to be \$28.48 billion, which is \$0.95 billion or 3.4% higher than Revised FY2025.

### **Capitalisation of Nationally Significant Infrastructure and SINGA Interest Costs and Loan Expenses**

The borrowing proceeds under the Significant Infrastructure Government Loan Act (SINGA) can only be used to finance nationally significant infrastructure. Capitalisation of Nationally Significant Infrastructure is projected to be \$5.02 billion, which is \$0.01 billion or 0.3% lower than Revised FY2025.

SINGA Interest Costs and Loan Expenses are projected to be \$0.65 billion, which is \$0.16 billion or 32.2% higher than Revised FY2025.

### **Budget Position**

Before taking into account Top-ups to Statutory and Trust Funds, NIRC, Capitalisation of Nationally Significant Infrastructure and SINGA Interest Costs and Loan Expenses, a basic deficit of \$5.41 billion is projected for FY2026. After factoring in the Top-ups to Statutory and Trust Funds of \$18.90 billion, NIRC of \$28.48 billion, Capitalisation of Nationally Significant Infrastructure of \$5.02 billion and SINGA Interest Costs and Loan Expenses of \$0.65 billion, the projected overall fiscal position for FY2026 is a surplus of \$8.54 billion.

**TABLE 1.1 BUDGET FOR FY2026**

	Revised FY2025	Estimated FY2026	Change Over Revised FY2025	
	\$billion	\$billion	\$billion	%change
<b>OPERATING REVENUE</b>	<b>130.86</b>	<b>134.75</b>	<b>3.89</b>	<b>3.0</b>
Corporate Income Tax	35.24	37.77	2.53	7.2
Personal Income Tax	20.64	21.80	1.16	5.6
Withholding Tax	2.49	2.63	0.13	5.4
Statutory Boards' Contributions	0.84	0.51	(0.33)	(39.5)
Asset Taxes	6.99	7.32	0.33	4.7
Customs, Excise and Carbon Taxes	3.98	4.16	0.17	4.4
Goods and Services Tax	21.30	22.25	0.95	4.5
Motor Vehicle Taxes	2.39	2.80	0.41	17.2
Vehicle Quota Premiums	8.66	9.42	0.76	8.8
Betting Taxes	3.63	3.77	0.14	4.0
Stamp Duty	6.80	6.92	0.12	1.8
Foreign Worker Levy	7.14	7.46	0.31	4.4
Water Conservation Tax	0.40	0.41	0.01	1.3
Other Taxes (Land Betterment Charge and Annual Tonnage Tax)	3.98	1.63	(2.35)	(59.0)
Fees and Charges (Excluding Vehicle Quota Premiums) <sup>1</sup>	5.48	3.90	(1.57)	(28.7)
Others <sup>1</sup>	0.89	2.01	1.12	125.0
Less:				
<b>TOTAL EXPENDITURE</b>	<b>124.46</b>	<b>137.32</b>	<b>12.86</b>	<b>10.3</b>
Operating Expenditure	97.47	103.27	5.80	6.0
Development Expenditure	26.99	34.05	7.06	26.2
<b>PRIMARY SURPLUS / DEFICIT</b>	<b>6.40</b>	<b>(2.57)</b>		
Less:				
<b>SPECIAL TRANSFERS<sup>2</sup></b>	<b>23.37</b>	<b>21.74</b>	<b>(1.64)</b>	<b>(7.0)</b>
<b>Special Transfers Excluding Top-ups to Statutory and Trust Funds</b>	<b>3.77</b>	<b>2.84</b>	<b>(0.94)</b>	<b>(24.8)</b>
CPF Top-up	–	1.20		
CDC Vouchers	1.07	0.70		
COL Special Payment	–	0.69		
Other Transfers <sup>3</sup>	2.70	0.25		
<b>BASIC SURPLUS / DEFICIT</b>	<b>2.63</b>	<b>(5.41)</b>		
<b>Top-ups to Statutory and Trust Funds</b>	<b>19.60</b>	<b>18.90</b>	<b>(0.70)</b>	<b>(3.6)</b>
Changi Airport Development Fund	5.00	6.00		
National Productivity Fund	3.00	6.00		
National Research Fund	1.50	5.00		
Financial Sector Development Fund	–	1.50		
Other Funds <sup>4</sup>	10.10	0.40		
Add:				
<b>NET INVESTMENT RETURNS CONTRIBUTION</b>	<b>27.53</b>	<b>28.48</b>	<b>0.95</b>	<b>3.4</b>
<b>OVERALL BUDGET SURPLUS / DEFICIT</b>	<b>10.56</b>	<b>4.18</b>		
Add:				
<b>CAPITALISATION OF NATIONALLY SIGNIFICANT INFRASTRUCTURE</b>	<b>5.03</b>	<b>5.02</b>	<b>(0.01)</b>	<b>(0.3)</b>
Less:				
<b>DEPRECIATION OF NATIONALLY SIGNIFICANT INFRASTRUCTURE</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>n.a.</b>
<b>SINGA INTEREST COSTS AND LOAN EXPENSES<sup>5</sup></b>	<b>0.49</b>	<b>0.65</b>	<b>0.16</b>	<b>32.2</b>
<b>OVERALL FISCAL POSITION</b>	<b>15.10</b>	<b>8.54</b>		

Note: Due to rounding, figures may not add up. Negative figures are shown in parentheses.

<sup>1</sup> Year-on-year comparison may not be meaningful due to change in scope (see explanatory notes).

<sup>2</sup> Special Transfers include Top-ups to Statutory and Trust Funds.

<sup>3</sup> Other Transfers for Estimated FY2026 include the CIT Rebate Cash Grant, U-Save Rebates, SG60 Vouchers and Enterprise Innovation Scheme. Other Transfers for Revised FY2025 include the SG60 Vouchers, CIT Rebate Cash Grant, Top-ups to Edusave and Post-Secondary Education Accounts, U-Save Rebates, CPF Transition Offset, NS LifeSG Credits, Top-ups to Self-Help Groups and Enterprise Innovation Scheme.

<sup>4</sup> Other Funds for Estimated FY2026 consist of the Long-Term Care Support Fund. Other Funds for Revised FY2025 consist of the Coastal and Flood Protection Fund, Future Energy Fund, and Cultural Matching Fund.

<sup>5</sup> SINGA Interest Costs and Loan Expenses include the annual effective interest costs (which is computed based on the yield to maturity multiplied by the face value of the bond) and other ancillary loan expenses incurred in connection with the SINGA. It excludes principal repayment and transfer of loan discount to Development Fund. It is different from the Debt Servicing and Related Costs presented in the Expenditure Estimates and Annex to Expenditure Estimates for Head Y.

## REVIEW OF FINANCIAL YEAR (FY) 2025

The Revised FY2025 fiscal position is summarised in Table 2.1.

### Operating Revenue

Operating Revenue is projected to be \$130.86 billion, which is \$8.08 billion or 6.6% higher than Estimated FY2025. This increase is mainly contributed by higher collections from Corporate Income Tax, Vehicle Quota Premiums, Other Taxes, Stamp Duty, and Statutory Boards' Contributions, which are partially offset by lower collections from Goods and Services Tax.

Corporate Income Tax collections are projected to be \$35.24 billion, which is \$2.57 billion or 7.9% higher than Estimated FY2025. Personal Income Tax collections are projected to be \$20.64 billion, which is \$0.41 billion or 2.0% higher than Estimated FY2025.

Goods and Services Tax collections are projected to be \$21.30 billion, which is \$0.43 billion or 2.0% lower than Estimated FY2025.

Vehicle Quota Premiums are projected to be \$8.66 billion, which is \$2.06 billion or 31.1% higher than Estimated FY2025.

Other Taxes (Land Betterment Charge and Annual Tonnage Tax) are estimated to be \$3.98 billion, which is \$1.61 billion or 67.8% higher than Estimated FY2025.

Stamp Duty collections are projected to be \$6.80 billion, which is \$0.88 billion or 14.8% higher than Estimated FY2025.

Statutory Boards' Contribution collections are projected to be \$0.84 billion, which is \$0.43 billion or 106.0% higher than Estimated FY2025.

### Total Expenditure

Total Expenditure is projected to be \$124.46 billion, which is \$0.67 billion or 0.5% higher than Estimated FY2025.

### Special Transfers

Special Transfers including Top-ups to Statutory and Trust Funds are projected to be \$23.37 billion.

### Net Investment Returns Contribution (NIRC)

NIRC is projected to be \$27.53 billion, which is \$0.40 billion or 1.5% higher than Estimated FY2025.

### Capitalisation of Nationally Significant Infrastructure and SINGA Interest Costs and Loan Expenses

The borrowing proceeds under the Significant Infrastructure Government Loan Act (SINGA) can only be used to finance nationally significant infrastructure. Capitalisation of Nationally Significant Infrastructure is projected to be \$5.03 billion, which is \$0.40 billion or 8.7% higher than Estimated FY2025.

SINGA Interest Costs and Loan Expenses are projected to be \$0.49 billion, which is \$0.07 billion or 12.1% lower than Estimated FY2025.

### Budget for FY2025

Before taking into account Top-ups to Statutory and Trust Funds, NIRC, Capitalisation of Nationally Significant Infrastructure and SINGA Interest Costs and Loan Expenses, the basic surplus is projected to be \$2.63 billion, which is an improvement from the basic deficit of \$4.79 billion in Estimated FY2025. After factoring in the Top-ups to Statutory and Trust Funds of \$19.60 billion, NIRC of \$27.53 billion, Capitalisation of Nationally Significant Infrastructure of \$5.03 billion, and SINGA Interest Costs and Loan Expenses of \$0.49 billion, the Revised FY2025 overall fiscal position is projected to be a surplus of \$15.10 billion, which is larger than the overall fiscal surplus of \$6.81 billion in Estimated FY2025.

**TABLE 2.1: FISCAL POSITION IN FY2024 AND FY2025**

	Actual FY2024	Estimated FY2025	Revised FY2025	Revised FY2025 Compared to	
				Actual FY2024	Estimated FY2025
				\$billion	\$billion
<b>OPERATING REVENUE</b>	<b>115.52</b>	<b>122.78</b>	<b>130.86</b>	<b>13.3</b>	<b>6.6</b>
Corporate Income Tax	30.93	32.67	35.24	14.0	7.9
Personal Income Tax	19.06	20.23	20.64	8.3	2.0
Withholding Tax	2.37	2.40	2.49	5.2	3.8
Statutory Boards' Contributions	0.64	0.41	0.84	30.9	106.0
Asset Taxes	6.64	6.89	6.99	5.2	1.3
Customs, Excise and Carbon Taxes	3.43	4.04	3.98	16.3	(1.6)
Goods and Services Tax	20.04	21.73	21.30	6.3	(2.0)
Motor Vehicle Taxes	2.42	2.57	2.39	(1.5)	(6.9)
Vehicle Quota Premiums	6.38	6.60	8.66	35.8	31.1
Betting Taxes	3.23	3.29	3.63	12.4	10.2
Stamp Duty	6.58	5.92	6.80	3.3	14.8
Foreign Worker Levy	6.75	7.39	7.14	5.8	(3.4)
Water Conservation Tax	0.36	0.40	0.40	12.3	0.6
Other Taxes (Land Betterment Charge and Annual Tonnage Tax)	1.43	2.37	3.98	179.1	67.8
Fees and Charges (Excluding Vehicle Quota Premiums)	4.68	5.08	5.48	17.1	7.8
Others	0.59	0.77	0.89	51.2	16.1
Less:					
<b>TOTAL EXPENDITURE</b>	<b>112.28</b>	<b>123.79</b>	<b>124.46</b>	<b>10.8</b>	<b>0.5</b>
Operating Expenditure	88.90	97.03	97.47	9.6	0.5
Development Expenditure	23.38	26.76	26.99	15.4	0.9
<b>PRIMARY SURPLUS / DEFICIT</b>	<b>3.24</b>	<b>(1.01)</b>	<b>6.40</b>		
Less:					
<b>SPECIAL TRANSFERS<sup>1</sup></b>	<b>25.01</b>	<b>23.38</b>	<b>23.37</b>	<b>(6.5)</b>	<b>(0.0)</b>
Special Transfers Excluding Top-ups to Statutory and Trust Funds	2.96	3.78	3.77	27.6	(0.2)
SG60 Vouchers	–	2.02	2.00		
CDC Vouchers	0.78	1.06	1.07		
Other Transfers <sup>2</sup>	2.18	0.69	0.70		
<b>BASIC SURPLUS / DEFICIT</b>	<b>0.28</b>	<b>(4.79)</b>	<b>2.63</b>		
Top-ups to Statutory and Trust Funds	22.05	19.60	19.60	(11.1)	–
Changi Airport Development Fund	–	5.00	5.00		
Coastal and Flood Protection Fund	–	5.00	5.00		
Future Energy Fund	5.00	5.00	5.00		
National Productivity Fund	2.00	3.00	3.00		
Other Funds <sup>3</sup>	15.05	1.60	1.60		
Add:					
<b>NET INVESTMENT RETURNS CONTRIBUTION</b>	<b>24.07</b>	<b>27.14</b>	<b>27.53</b>	<b>14.4</b>	<b>1.5</b>
<b>OVERALL BUDGET SURPLUS / DEFICIT</b>	<b>2.31</b>	<b>2.74</b>	<b>10.56</b>		
Add:					
<b>CAPITALISATION OF NATIONALLY SIGNIFICANT INFRASTRUCTURE</b>	<b>4.20</b>	<b>4.63</b>	<b>5.03</b>	<b>19.8</b>	<b>8.7</b>
Less:					
<b>DEPRECIATION OF NATIONALLY SIGNIFICANT INFRASTRUCTURE</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>n.a.</b>	<b>n.a.</b>
<b>SINGA INTEREST COSTS AND LOAN EXPENSES<sup>4</sup></b>	<b>0.38</b>	<b>0.56</b>	<b>0.49</b>	<b>31.3</b>	<b>(12.1)</b>
<b>OVERALL FISCAL POSITION</b>	<b>6.13</b>	<b>6.81</b>	<b>15.10</b>		

Note: Due to rounding, figures may not add up. Negative figures are shown in parentheses.

<sup>1</sup> Special Transfers including Top-ups to Statutory and Trust Funds.

<sup>2</sup> Other Transfers for FY2025 include the CIT Rebate Cash Grant, Top-ups to Edusave and Post-Secondary Education Accounts, U-Save Rebates, CPF Transition Offset, NS LifeSG Credits, Top-ups to Self-Help Groups, Enterprise Innovation Scheme, and COL Special Payment. Other Transfers for Actual FY2024 include the COL Special Payment, MediSave Top-ups, U-Save Rebates, CIT Rebate Cash Grant, NS LifeSG Credits, CPF Transition Offset, S&CC Rebates, and Top-ups to Self-Help Groups.

<sup>3</sup> Other Funds for FY2025 consist of the National Research Fund and Cultural Matching Fund. Other Funds for Actual FY2024 consist of the Goods and Services Tax Voucher Fund, Edusave Endowment Fund, Financial Sector Development Fund, National Research Fund, Progressive Wage Credit Scheme Fund, Bus Service Enhancement Fund, Majulah Package Fund, Skills Development Fund, and Public Transport Fund.

<sup>4</sup> SINGA Interest Costs and Loan Expenses include the annual effective interest costs (which is computed based on the yield to maturity multiplied by the face value of the bond) and other ancillary loan expenses incurred in connection with the SINGA. It excludes principal repayment and transfer of loan discount to Development Fund. It is different from the Debt Servicing and Related Costs presented in the Expenditure Estimates and Annex to Expenditure Estimates for Head Y.

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**SUMMARY TABLES OF  
REVENUE AND EXPENDITURE  
ESTIMATES**



# **REVENUE ESTIMATES**



**TOTAL ESTIMATED RECEIPTS FOR FY2026 BY OBJECT CLASS**

Code	Revenue Item	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
<b>B00</b>	<b>TAX REVENUE</b>	<b>103,876,181,641</b>	<b>110,329,099,000</b>	<b>115,832,562,000</b>	<b>119,417,866,000</b>	<b>3,585,304,000</b>	<b>3.1</b>
B10	INCOME TAXES	52,995,416,604	55,708,640,000	59,214,419,000	62,698,806,000	3,484,387,000	5.9
B11	Corporate, Personal and Withholding Taxes	52,353,760,801	55,300,919,000	58,374,320,000	62,190,959,000	3,816,639,000	6.5
B111	Corporate Tax	30,926,577,524	32,669,336,000	35,242,819,000	37,768,490,000	2,525,671,000	7.2
B112	Personal Tax	19,058,223,819	20,231,123,000	20,639,556,000	21,797,023,000	1,157,467,000	5.6
B113	Withholding Tax	2,368,959,459	2,400,460,000	2,491,945,000	2,625,446,000	133,501,000	5.4
B12	Statutory Boards' Contributions	641,655,803	407,721,000	840,099,000	507,847,000	(332,252,000)	(39.5)
B20	ASSET TAXES	6,639,502,411	6,894,325,000	6,987,165,000	7,318,084,000	330,919,000	4.7
B21	Property Tax	6,639,237,055	6,894,325,000	6,987,000,000	7,318,000,000	331,000,000	4.7
B211	Private Properties	6,208,951,484	6,459,107,000	6,542,184,000	6,883,503,000	341,319,000	5.2
B212	Statutory Boards	430,012,574	435,218,000	444,513,000	434,164,000	(10,349,000)	(2.3)
B219	Other Properties	272,997	—	303,000	333,000	30,000	9.9
B22	Estate Duty	265,356	—	165,000	84,000	(81,000)	(49.1)
B30	CUSTOMS, EXCISE AND CARBON TAXES	3,425,137,473	4,044,916,000	3,981,780,000	4,155,109,000	173,329,000	4.4
B31	Excise Duties	3,227,535,159	3,402,844,000	3,321,671,000	3,496,499,000	174,828,000	5.3
B311	Petroleum Product Excise Duty	964,717,609	1,039,208,000	1,000,744,000	997,782,000	(2,962,000)	(0.3)
B312	Tobacco Excise Duty	1,106,101,096	1,199,594,000	1,150,732,000	1,295,393,000	144,661,000	12.6
B313	Liquor Excise Duty	753,145,517	754,443,000	745,197,000	734,580,000	(10,617,000)	(1.4)
B314	Motor Vehicle Excise Duty	402,837,250	407,963,000	423,310,000	466,965,000	43,655,000	10.3
B315A	CNG Unit Duty	2,906	3,000	2,000	—	(2,000)	(100.0)
B318A	Other Excise Duties	730,781	1,633,000	1,686,000	—	(1,686,000)	(100.0)
B319	Other Excise Duties	—	—	—	1,779,000	1,779,000	n.a.
B32	Customs Duties	1,592,709	4,000	1,330,000	1,275,000	(55,000)	(4.1)
B323	Liquor Customs Duty	1,592,389	—	1,318,000	1,263,000	(55,000)	(4.2)
B329	Other Customs Duties	320	4,000	12,000	12,000	—	—
B33	Carbon Tax	196,009,605	642,068,000	658,779,000	657,335,000	(1,444,000)	(0.2)
B40	MOTOR VEHICLE TAXES	2,424,821,623	2,567,196,000	2,389,481,000	2,800,101,000	410,620,000	17.2
B401	Additional Registration Fees	1,507,546,426	1,657,708,000	1,440,108,000	1,849,863,000	409,755,000	28.5
B402	Road Tax	893,976,158	878,545,000	926,282,000	928,282,000	2,000,000	0.2
B403A	Special Tax on Heavy Oil Engines	12,471,089	19,479,000	13,474,000	—	(13,474,000)	(100.0)
B404A	Non-Motor Vehicle Licences	4,598,325	4,633,000	4,401,000	—	(4,401,000)	(100.0)
B406A	Conversion Premium	6,229,625	6,831,000	5,216,000	—	(5,216,000)	(100.0)
B409	Other Motor Vehicle Taxes	—	—	—	21,956,000	21,956,000	n.a.
B50	GOODS AND SERVICES TAX	20,044,285,230	21,732,555,000	21,303,119,000	22,254,882,000	951,763,000	4.5
B60	FOREIGN WORKER LEVY	—	—	—	7,455,384,000	7,455,384,000	n.a.
B60A	BETTING TAXES	3,228,864,892	3,291,120,000	3,627,805,000	—	(3,627,805,000)	(100.0)
B70	STAMP DUTY	6,578,880,946	5,921,000,000	6,798,342,000	6,918,906,000	120,564,000	1.8

Code	Revenue Item	Actual	Estimated	Revised	Estimated		
		FY2024	FY2025	FY2025	FY2026	Change Over Revised	FY2025
		\$	\$	\$	\$	\$	%
B80	SELECTIVE CONSUMPTION TAXES	360,723,288	402,432,000	404,929,000	4,182,189,000	3,777,260,000	932.8
B801	Betting Taxes	–	–	–	3,772,189,000	3,772,189,000	n.a.
B802	Water Conservation Tax	360,723,288	402,432,000	404,929,000	410,000,000	5,071,000	1.3
B90	OTHER TAXES	8,178,549,175	9,766,915,000	11,125,522,000	1,634,405,000	(9,491,117,000)	(85.3)
<b>C00</b>	<b>FEES AND CHARGES</b>	<b>11,054,219,771</b>	<b>11,680,444,000</b>	<b>14,135,525,000</b>	<b>13,328,102,000</b>	<b>(807,423,000)</b>	<b>(5.7)</b>
C10	LICENCES AND PERMITS	6,908,543,460	7,155,018,000	9,234,769,000	10,133,853,000	899,084,000	9.7
C20	SERVICES RENDERED	925,605,415	900,607,000	1,007,792,000	1,048,200,000	40,408,000	4.0
C30	GOODS SUPPLIED	354,724,745	369,056,000	282,284,000	261,084,000	(21,200,000)	(7.5)
C40	RENTAL	1,831,100,425	1,806,186,000	1,823,423,000	1,884,965,000	61,542,000	3.4
C41	Residential Properties	928,139,613	987,561,000	955,247,000	1,010,226,000	54,979,000	5.8
C42	TOL/Rental on State Land	–	–	–	468,562,000	468,562,000	n.a.
C42A	Local and Overseas Quarters	1,340,116	1,495,000	1,514,000	–	(1,514,000)	(100.0)
C43	Premises for Businesses	259,464,317	290,661,000	219,373,000	230,121,000	10,748,000	4.9
C44A	School Premises	8,539,280	7,436,000	8,388,000	–	(8,388,000)	(100.0)
C49	Other Rental	–	–	–	176,056,000	176,056,000	n.a.
C49A	Other Premises	633,617,099	519,033,000	638,901,000	–	(638,901,000)	(100.0)
C50A	FINES AND FORFEITURES	800,365,649	1,182,265,000	1,501,709,000	–	(1,501,709,000)	(100.0)
C51A	Court Fines and Forfeitures	475,772,330	833,404,000	1,075,850,000	–	(1,075,850,000)	(100.0)
C52A	Traffic Fines	49,163,316	54,345,000	70,248,000	–	(70,248,000)	(100.0)
C53A	Composition Fines and Penalties	32,812,818	35,100,000	48,812,000	–	(48,812,000)	(100.0)
C59A	Other Fines and Penalties	242,617,184	259,416,000	306,799,000	–	(306,799,000)	(100.0)
C60A	REIMBURSEMENTS	120,867,978	149,233,000	153,275,000	–	(153,275,000)	(100.0)
C61A	Recovery of Costs/Expenses	32,010,449	35,600,000	34,923,000	–	(34,923,000)	(100.0)
C62A	Reimbursement for Services	4,790,281	3,823,000	4,115,000	–	(4,115,000)	(100.0)
C63A	Secondment/Loan of Staff	59,913,226	86,287,000	92,936,000	–	(92,936,000)	(100.0)
C69A	Other Reimbursements	24,154,023	23,523,000	21,301,000	–	(21,301,000)	(100.0)
C90	OTHER FEES AND CHARGES	113,012,099	118,079,000	132,273,000	–	(132,273,000)	(100.0)
<b>J00</b>	<b>OTHERS (OPERATING REVENUE)</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>2,007,975,000</b>	<b>2,007,975,000</b>	<b>n.a.</b>
J10	FINES AND PENALTIES	–	–	–	917,852,000	917,852,000	n.a.
J11	Court Fines and Forfeitures	–	–	–	471,098,000	471,098,000	n.a.
J12	Traffic Fines	–	–	–	73,690,000	73,690,000	n.a.
J13	Composition Sums	–	–	–	83,407,000	83,407,000	n.a.
J15	Liquidated Damages/Forfeiture of Deposit	–	–	–	81,724,000	81,724,000	n.a.
J19	Other Fines and Penalties	–	–	–	207,933,000	207,933,000	n.a.
J90	MISCELLANEOUS OPERATING REVENUE	–	–	–	1,090,123,000	1,090,123,000	n.a.
<b>J00A</b>	<b>OTHERS</b>	<b>590,376,346</b>	<b>768,719,000</b>	<b>892,517,000</b>	<b>–</b>	<b>(892,517,000)</b>	<b>(100.0)</b>

Code	Revenue Item	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026	\$	%
L00	INVESTMENT AND INTEREST INCOME	15,822,286,852	17,400,551,000	16,123,959,000	16,483,297,000	359,338,000	2.2
L10	INTEREST	10,546,272,357	12,242,125,000	10,950,585,000	11,154,585,000	204,000,000	1.9
L11	Interest on Investments	10,458,002,383	12,144,409,000	10,883,425,000	11,087,425,000	204,000,000	1.9
L13	Interest on Bank Accounts	88,269,975	97,716,000	67,160,000	67,160,000	–	–
L20	DIVIDENDS	4,136,048,260	4,003,054,000	3,903,501,000	4,031,542,000	128,041,000	3.3
L40	INTEREST ON LOANS	1,139,966,235	1,155,372,000	1,269,873,000	1,297,170,000	27,297,000	2.1
M00	CAPITAL RECEIPTS	19,821,050,765	19,440,967,000	20,770,944,000	21,232,098,000	461,154,000	2.2
M10	SALE OF LAND	19,801,601,212	19,439,265,000	20,758,942,000	21,224,564,000	465,622,000	2.2
M20	SALE OF CAPITAL GOODS	19,449,553	1,702,000	12,002,000	7,534,000	(4,468,000)	(37.2)
P00	OTHERS (NON-OPERATING REVENUE) <sup>1</sup>	3,820,239 <sup>2</sup>	–	–	–	–	n.a.
TOTAL RECEIPTS		151,167,935,614	159,619,780,000	167,755,507,000	172,469,338,000	4,713,831,000	2.8

<sup>1</sup> This accounts for other revenues that are paid to past reserves (i.e. non-operating revenue), including the return of unutilised monies from non-government funds.

<sup>2</sup> This refers to unutilised monies that were returned from the Deferment Bonus Fund, due to lower-than-projected disbursements for the CPF Deferment Bonus. The Deferment Bonus Fund was closed on 31 Dec 2024.

**TOTAL ESTIMATED RECEIPTS FOR FY2026 BY CATEGORY AND HEAD OF EXPENDITURE**

Code	Head of Expenditure	Operating Revenue				Investment and Capital Receipts			Total Receipts
		Tax Revenue	Fees and Charges	Others	Total	Interest Income	Capital Receipts		
		\$	\$	\$	\$	\$	\$		
B	Attorney-General's Chambers	–	950,000	5,975,000	6,925,000	–	–	–	6,925,000
C	Auditor-General's Office	–	–	3,804,000	3,804,000	–	–	–	3,804,000
E	Judicature	–	62,459,000	48,716,000	111,175,000	–	–	–	111,175,000
F	Parliament	–	774,000	2,000	776,000	–	–	–	776,000
I	Ministry of Social and Family Development	–	3,592,000	6,966,000	10,558,000	–	–	–	10,558,000
J	Ministry of Defence	–	46,466,000	25,452,000	71,918,000	400,000	1,500,000	73,818,000	73,818,000
K	Ministry of Education	–	343,811,000	15,495,000	359,306,000	–	–	–	359,306,000
L	Ministry of Sustainability and the Environment	1,067,335,000	584,267,000	30,814,000	1,682,416,000	–	–	–	1,682,416,000
M	Ministry of Finance	106,460,641,000	195,801,000	853,995,000	107,510,437,000	16,461,472,000	–	–	123,971,909,000
N	Ministry of Foreign Affairs	–	28,190,000	3,300,000	31,490,000	–	5,824,000	–	37,314,000
O	Ministry of Health	–	35,002,000	56,291,000	91,293,000	–	–	–	91,293,000
P	Ministry of Home Affairs	–	201,821,000	490,885,000	692,706,000	–	–	–	692,706,000
Q	Ministry of Digital Development and Information	–	569,000	8,954,000	9,523,000	–	–	–	9,523,000
R	Ministry of Law	1,624,158,000	1,448,222,000	1,620,000	3,074,000,000	21,425,000	21,224,774,000	–	24,320,199,000
S	Ministry of Manpower	7,455,384,000	220,786,000	4,950,000	7,681,120,000	–	–	–	7,681,120,000
T	Ministry of National Development	–	201,204,000	247,331,000	448,535,000	–	–	–	448,535,000
U	Prime Minister's Office	–	6,122,000	23,267,000	29,389,000	–	–	–	29,389,000
V	Ministry of Trade and Industry	–	119,100,000	130,457,000	249,557,000	–	–	–	249,557,000
W	Ministry of Transport	2,810,348,000	9,775,578,000	47,137,000	12,633,063,000	–	–	–	12,633,063,000
X	Ministry of Culture, Community and Youth	–	53,388,000	2,564,000	55,952,000	–	–	–	55,952,000
<b>Total</b>		<b>119,417,866,000</b>	<b>13,328,102,000</b>	<b>2,007,975,000</b>	<b>134,753,943,000</b>	<b>16,483,297,000</b>	<b>21,232,098,000</b>	<b>172,469,338,000</b>	

# **EXPENDITURE ESTIMATES**



## TOTAL ESTIMATES OUTLAYS FOR FY2026 BY HEAD OF EXPENDITURE

Code	Head of Expenditure	Main Estimates				Development	
		Running Costs	Transfers	Other Outlays	Total	Estimates	Total
						\$	
A	Civil List for the President of the Republic of Singapore	14,794,400	–	–	14,794,400	–	14,794,400
B	Attorney-General's Chambers	308,817,400	16,300	100,000	308,933,700	2,242,700	311,176,400
C	Auditor-General's Office	48,427,400	10,000	–	48,437,400	876,000	49,313,400
D	Cabinet Office	1,200,000	–	–	1,200,000	–	1,200,000
E	Judicature	426,866,400	–	–	426,866,400	12,333,800	439,200,200
F	Parliament	51,140,600	384,500	–	51,525,100	12,792,700	64,317,800
G	Presidential Councils	1,724,400	–	–	1,724,400	–	1,724,400
H	Public Service Commission	1,752,200	–	–	1,752,200	–	1,752,200
I	Ministry of Social and Family Development	1,001,154,400	4,810,804,400	10,571,000	5,822,529,800	259,759,300	6,082,289,100
J	Ministry of Defence	23,315,060,400	–	28,437,200	23,343,497,600	2,454,719,600	25,798,217,200
K	Ministry of Education	13,400,494,500	1,864,505,500	208,381,200	15,473,381,200	1,185,000,000	16,658,381,200
L	Ministry of Sustainability and the Environment	2,880,227,900	10,476,500	34,000	2,890,738,400	820,076,600	3,710,815,000
M	Ministry of Finance	1,201,689,600	50,617,000	4,361,003,000	5,613,309,600	68,615,100	5,681,924,700
N	Ministry of Foreign Affairs	498,914,200	99,038,300	16,450,000	614,402,500	46,700,000	661,102,500
O	Ministry of Health	3,720,110,200	16,315,252,500	15,000	20,035,377,700	2,467,566,400	22,502,944,100
P	Ministry of Home Affairs	9,102,790,100	129,543,500	10,362,000	9,242,695,600	2,672,087,400	11,914,783,000
Q	Ministry of Digital Development and Information	2,984,624,200	63,000	8,678,700	2,993,365,900	119,025,200	3,112,391,100
R	Ministry of Law	343,957,700	28,351,400	45,510,400	417,819,500	287,047,600	704,867,100
S	Ministry of Manpower	1,153,048,400	2,767,951,000	–	3,920,999,400	178,690,100	4,099,689,500
T	Ministry of National Development	8,275,349,900	364,708,900	–	8,640,058,800	13,613,535,500	22,253,594,300
U	Prime Minister's Office	716,828,100	15,300	30,000	716,873,400	123,553,300	840,426,700
V	Ministry of Trade and Industry	1,824,501,400	37,074,600	146,800	1,861,722,800	10,705,745,500	12,567,468,300
W	Ministry of Transport	3,087,353,600	21,820,600	–	3,109,174,200	13,306,280,300	16,415,454,500
X	Ministry of Culture, Community and Youth	2,287,061,100	120,650,000	–	2,407,711,100	677,912,500	3,085,623,600
<b>Ministries &amp; Organs of State</b>		<b>76,647,888,500</b>	<b>26,621,283,300</b>	<b>4,689,719,300</b>	<b>107,958,891,100</b>	<b>49,014,559,600</b>	<b>156,973,450,700</b>
Y	Public Debt	–	–	300,941,646,200	300,941,646,200	–	300,941,646,200
Z	Financial Transfers	–	2,836,175,400	52,559,401,800	55,395,577,200	–	55,395,577,200
<b>Total</b>		<b>76,647,888,500</b>	<b>29,457,458,700</b>	<b>358,190,767,300</b>	<b>464,296,114,500</b>	<b>49,014,559,600</b>	<b>513,310,674,100</b>

## MAIN ESTIMATES OUTLAYS FOR FY2026 BY HEAD OF EXPENDITURE

Code	Head of Expenditure	Estimated	Revised	Estimated	Statutory	Amount to be
		FY2025	FY2025	FY2026	Expenditure	voted
		\$	\$	\$	\$	\$
A	Civil List for the President of the Republic of Singapore	12,235,300	13,500,000	14,794,400	14,794,400	–
B	Attorney-General's Chambers	284,704,600	283,822,700	308,933,700	2,236,500	306,697,200
C	Auditor-General's Office	46,240,300	46,235,600	48,437,400	158,300	48,279,100
D	Cabinet Office	1,100,000	1,004,900	1,200,000	–	1,200,000
E	Judicature	385,473,100	402,835,800	426,866,400	11,221,700	415,644,700
F	Parliament	48,568,000	47,650,800	51,525,100	785,200	50,739,900
G	Presidential Councils	1,672,800	1,342,200	1,724,400	–	1,724,400
H	Public Service Commission	1,760,800	1,708,700	1,752,200	1,752,200	–
I	Ministry of Social and Family Development	5,262,330,000	5,236,566,900	5,822,529,800	–	5,822,529,800
J	Ministry of Defence	22,099,590,500	22,099,590,500	23,343,497,600	–	23,343,497,600
K	Ministry of Education	14,647,939,200	14,599,745,200	15,473,381,200	–	15,473,381,200
L	Ministry of Sustainability and the Environment	2,658,974,300	2,725,573,100	2,890,738,400	–	2,890,738,400
M	Ministry of Finance	6,656,615,000	5,513,910,200	5,613,309,600	4,361,000,000	1,252,309,600
N	Ministry of Foreign Affairs	576,173,800	565,173,800	614,402,500	–	614,402,500
O	Ministry of Health	18,795,327,500	18,489,896,700	20,035,377,700	–	20,035,377,700
P	Ministry of Home Affairs	8,027,752,000	8,499,855,300	9,242,695,600	–	9,242,695,600
Q	Ministry of Digital Development and Information	2,956,698,500	2,892,866,900	2,993,365,900	–	2,993,365,900
R	Ministry of Law	356,441,800	355,675,900	417,819,500	–	417,819,500
S	Ministry of Manpower	3,584,806,700	3,931,289,900	3,920,999,400	–	3,920,999,400
T	Ministry of National Development	8,344,980,000	8,274,970,700	8,640,058,800	–	8,640,058,800
U	Prime Minister's Office	1,108,629,600	1,083,936,200	716,873,400	–	716,873,400
V	Ministry of Trade and Industry	1,638,234,500	1,664,570,900	1,861,722,800	–	1,861,722,800
W	Ministry of Transport	2,798,018,900	2,929,202,500	3,109,174,200	–	3,109,174,200
X	Ministry of Culture, Community and Youth	2,270,827,200	2,245,160,000	2,407,711,100	–	2,407,711,100
Y	Public Debt	217,333,433,900	78,100,318,400	300,941,646,200	300,941,646,200	–
Z	Financial Transfers	42,623,333,500	42,651,497,300	55,395,577,200	–	55,395,577,200
<b>Total, MAIN ESTIMATES</b>		<b>362,521,861,800</b>	<b>222,657,901,100</b>	<b>464,296,114,500</b>	<b>305,333,594,500</b>	<b>158,962,520,000</b>
Less:						
	Expenses on Land Sales	41,014,400	41,014,400	45,464,400	–	45,464,400
	Expenses on Investments	5,235,000,000	4,140,000,000	4,361,000,000	4,361,000,000	–
	Transfers from Consolidated Revenue Account	38,844,864,100	38,879,598,600	52,559,401,800	–	52,559,401,800
	Loans and Advances (Disbursement)	258,090,700	256,943,200	283,254,900	–	283,254,900
	Public Debt	217,333,433,900	78,100,318,400	300,941,646,200	300,941,646,200	–
<b>Total, OPERATING EXPENDITURE and SPECIAL TRANSFERS, excluding Top-ups to Statutory and Trust Funds</b>		<b>100,809,458,700</b>	<b>101,240,026,500</b>	<b>106,105,347,200</b>	<b>30,948,300</b>	<b>106,074,398,900</b>

## DEVELOPMENT ESTIMATES OUTLAYS FOR FY2026 BY HEAD OF EXPENDITURE

Code	Head of Expenditure	Amount to be voted		
		Estimated FY2025	Revised FY2025	Estimated FY2026
		\$	\$	\$
B	Attorney-General's Chambers	5,773,100	6,137,900	2,242,700
C	Auditor-General's Office	205,000	205,000	876,000
E	Judicature	14,914,800	12,695,000	12,333,800
F	Parliament	13,746,000	11,662,800	12,792,700
I	Ministry of Social and Family Development	209,177,400	240,404,200	259,759,300
J	Ministry of Defence	2,226,482,800	2,226,482,800	2,454,719,600
K	Ministry of Education	852,000,000	723,000,000	1,185,000,000
L	Ministry of Sustainability and the Environment	1,477,646,700	1,494,008,500	820,076,600
M	Ministry of Finance	127,707,700	106,967,700	68,615,100
N	Ministry of Foreign Affairs	36,600,000	36,100,000	46,700,000
O	Ministry of Health	2,067,888,400	1,886,211,200	2,467,566,400
P	Ministry of Home Affairs	1,247,341,500	1,235,187,000	2,672,087,400
Q	Ministry of Digital Development and Information	103,188,200	147,371,500	119,025,200
R	Ministry of Law	138,973,500	136,442,900	287,047,600
S	Ministry of Manpower	119,216,800	141,491,800	178,690,100
T	Ministry of National Development	11,140,637,200	12,049,959,200	13,613,535,500
U	Prime Minister's Office	106,620,900	95,000,200	123,553,300
V	Ministry of Trade and Industry	6,309,880,900	5,498,522,500	10,705,745,500
W	Ministry of Transport	12,528,311,800	13,665,598,000	13,306,280,300
X	Ministry of Culture, Community and Youth	510,521,900	465,573,800	677,912,500
<b>Total, DEVELOPMENT ESTIMATES</b>		<b>39,236,834,600</b>	<b>40,179,022,000</b>	<b>49,014,559,600</b>
Less:				
	Land-Related Expenditure	2,575,677,100	2,794,897,000	2,660,904,300
	Loans	9,901,000,000	10,393,000,000	12,299,383,800
	Loan Repayments	3,640,322,300	3,732,167,700	4,373,722,600
	Net Lending	6,260,677,700	6,660,832,300	7,925,661,200
<b>Total, DEVELOPMENT EXPENDITURE</b>		<b>26,760,157,500</b>	<b>26,991,125,000</b>	<b>34,054,271,500</b>

### ESTIMATED OUTLAYS FOR FY2026 BY OBJECT CLASS

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
	<b>MAIN ESTIMATES</b>	<b>189,224,822,928</b>	<b>362,521,861,800</b>	<b>222,657,901,100</b>	<b>464,296,114,500</b>	<b>241,638,213,400</b>	<b>108.5</b>
	<b>OPERATING EXPENDITURE</b>	<b>91,852,648,212</b>	<b>100,809,458,700</b>	<b>101,240,026,500</b>	<b>106,105,347,200</b>	<b>4,865,320,700</b>	<b>4.8</b>
	<i>RUNNING COSTS</i>	64,968,933,397	69,933,713,400	70,334,395,100	76,647,888,500	6,313,493,400	9.0
	<i>Expenditure on Manpower</i>	<b>11,200,370,593</b>	<b>11,567,222,600</b>	<b>11,829,900,000</b>	<b>12,635,116,300</b>	<b>805,216,300</b>	<b>6.8</b>
1100	Civil List (Manpower)	8,408,211	8,021,200	8,949,000	9,214,400	265,400	3.0
1200	Political Appointments	34,751,945	56,301,300	56,147,900	53,365,000	(2,782,900)	(5.0)
1300	Parliamentary Appointments	21,853,213	22,827,500	22,809,900	24,114,500	1,304,600	5.7
1400	Other Statutory Appointments	70,480,476	62,132,900	76,199,700	65,653,300	(10,546,400)	(13.8)
1500	Permanent Staff	10,558,142,589	10,871,177,100	11,112,418,200	11,941,460,400	829,042,200	7.5
1600	Temporary, Daily-Rated and Other Staff	506,734,160	546,762,600	553,375,300	541,308,700	(12,066,600)	(2.2)
	<i>Other Operating Expenditure</i>	<b>29,552,796,095</b>	<b>32,743,059,600</b>	<b>32,325,477,800</b>	<b>34,160,568,600</b>	<b>1,835,090,800</b>	<b>5.7</b>
2100	Consumption of Products and Services	9,011,622,034	9,859,393,600	9,402,333,700	8,845,706,400	(556,627,300)	(5.9)
2200	Maintenance	–	–	–	1,406,926,100	1,406,926,100	n.a.
2200A	Civil List (Others)	3,274,998	4,214,100	4,551,000	–	(4,551,000)	(100.0)
2300	Staff Development and Well-Being	–	–	–	349,976,600	349,976,600	n.a.
2300A	Manpower Development	294,934,223	329,098,800	330,991,600	–	(330,991,600)	(100.0)
2400	International and Public Relations, Communications	304,306,536	393,050,700	421,958,300	137,402,600	(284,555,700)	(67.4)
2700	Asset Acquisition	137,166,521	133,531,700	124,664,000	124,161,600	(502,400)	(0.4)
2800	Miscellaneous	15,451,623	17,576,700	26,834,300	25,085,300	(1,749,000)	(6.5)
2900	Military Expenditure	19,786,040,161	22,006,194,000	22,014,144,900	23,271,310,000	1,257,165,100	5.7
	<b>Grants, Transfers and Capital Injections</b>	<b>24,215,766,709</b>	<b>25,623,431,200</b>	<b>26,179,017,300</b>	<b>29,852,203,600</b>	<b>3,673,186,300</b>	<b>14.0</b>
3100	Grants and Capital Injections to Statutory Boards	17,666,096,924	18,570,735,600	19,044,860,700	21,640,757,200	2,595,896,500	13.6
3200	Grants and Capital Injections to Educational Institutions	3,785,717,265	3,898,348,100	3,880,097,000	4,767,868,600	887,771,600	22.9
3400	Grants and Capital Injections to Others	2,763,952,519	3,154,347,500	3,254,059,600	3,443,577,800	189,518,200	5.8
	<b>TRANSFERS</b>	<b>26,883,714,815</b>	<b>30,875,745,300</b>	<b>30,905,631,400</b>	<b>29,457,458,700</b>	<b>(1,448,172,700)</b>	<b>(4.7)</b>
3500	Social Transfers to Individuals	5,232,238,896	6,945,787,000	6,998,595,400	7,175,569,700	176,974,300	2.5
3600	Transfers to Institutions and Organisations	18,530,179,695	19,821,320,000	19,822,324,900	19,267,735,200	(554,589,700)	(2.8)
3700	Special Transfers	2,956,970,115	3,778,469,400	3,771,898,700	2,836,175,400	(935,723,300)	(24.8)
3800	International Organisations and Overseas Development Assistance	164,326,109	330,168,900	312,812,400	177,978,400	(134,834,000)	(43.1)
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>97,372,174,716</b>	<b>261,712,403,100</b>	<b>121,417,874,600</b>	<b>358,190,767,300</b>	<b>236,772,892,700</b>	<b>195.0</b>
4100	Expenses on Land Sales	34,075,860	41,014,400	41,014,400	45,464,400	4,450,000	10.8
4200	Expenses on Investments	3,459,051,600	5,235,000,000	4,140,000,000	4,361,000,000	221,000,000	5.3
4300	Debt Servicing and Related Costs	358,801,779	1,333,433,900	506,380,500	941,646,200	435,265,700	86.0
4400	Principal Repayments	54,616,703,400	216,000,000,000	77,593,937,900	300,000,000,000	222,406,062,100	286.6
4500	Transfers from Consolidated Revenue Account	38,680,352,348	38,844,864,100	38,879,598,600	52,559,401,800	13,679,803,200	35.2
4600	Loans and Advances (Disbursement)	223,189,728	258,090,700	256,943,200	283,254,900	26,311,700	10.2

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
	<b>DEVELOPMENT ESTIMATES</b>	<b>31,100,319,499</b>	<b>39,236,834,600</b>	<b>40,179,022,000</b>	<b>49,014,559,600</b>	<b>8,835,537,600</b>	<b>22.0</b>
	<b>DEVELOPMENT EXPENDITURE</b>	<b>23,384,636,697</b>	<b>26,760,157,500</b>	<b>26,991,125,000</b>	<b>34,054,271,500</b>	<b>7,063,146,500</b>	<b>26.2</b>
5100	Government Development	10,359,390,372	12,875,238,400	12,914,209,000	16,318,228,500	3,404,019,500	26.4
5200	Grants and Capital Injections to Organisations	13,025,246,325	13,884,919,100	14,076,916,000	17,736,043,000	3,659,127,000	26.0
	<b>OTHER DEVELOPMENT FUND OUTLAYS</b>	<b>7,715,682,803</b>	<b>12,476,677,100</b>	<b>13,187,897,000</b>	<b>14,960,288,100</b>	<b>1,772,391,100</b>	<b>13.4</b>
5500	Land-Related Expenditure	1,790,175,061	2,575,677,100	2,794,897,000	2,660,904,300	(133,992,700)	(4.8)
5600	Loans	5,925,507,742	9,901,000,000	10,393,000,000	12,299,383,800	1,906,383,800	18.3
	Loan Repayments <sup>1</sup>	3,719,566,193	3,640,322,300	3,732,167,700	4,373,722,600	641,554,900	17.2
	Net Lending	2,205,941,548	6,260,677,700	6,660,832,300	7,925,661,200	1,264,828,900	19.0
	<b>TOTAL OUTLAYS</b>	<b>220,325,142,427</b>	<b>401,758,696,400</b>	<b>262,836,923,100</b>	<b>513,310,674,100</b>	<b>250,473,751,000</b>	<b>95.3</b>
Less:	Other Consolidated Fund Outlays	97,372,174,716	261,712,403,100	121,417,874,600	358,190,767,300	236,772,892,700	195.0
	Other Development Fund Outlays	7,715,682,803	12,476,677,100	13,187,897,000	14,960,288,100	1,772,391,100	13.4
	<b>TOTAL EXPENDITURE and SPECIAL TRANSFERS, excluding Top-ups to Statutory and Trust Funds</b>	<b>115,237,284,909</b>	<b>127,569,616,200</b>	<b>128,231,151,500</b>	<b>140,159,618,700</b>	<b>11,928,467,200</b>	<b>9.3</b>

<sup>1</sup> Repayments of government loans by Statutory Boards and public enterprises.

## TOTAL EXPENDITURE FOR FY2026 BY SECTOR AND MINISTRY

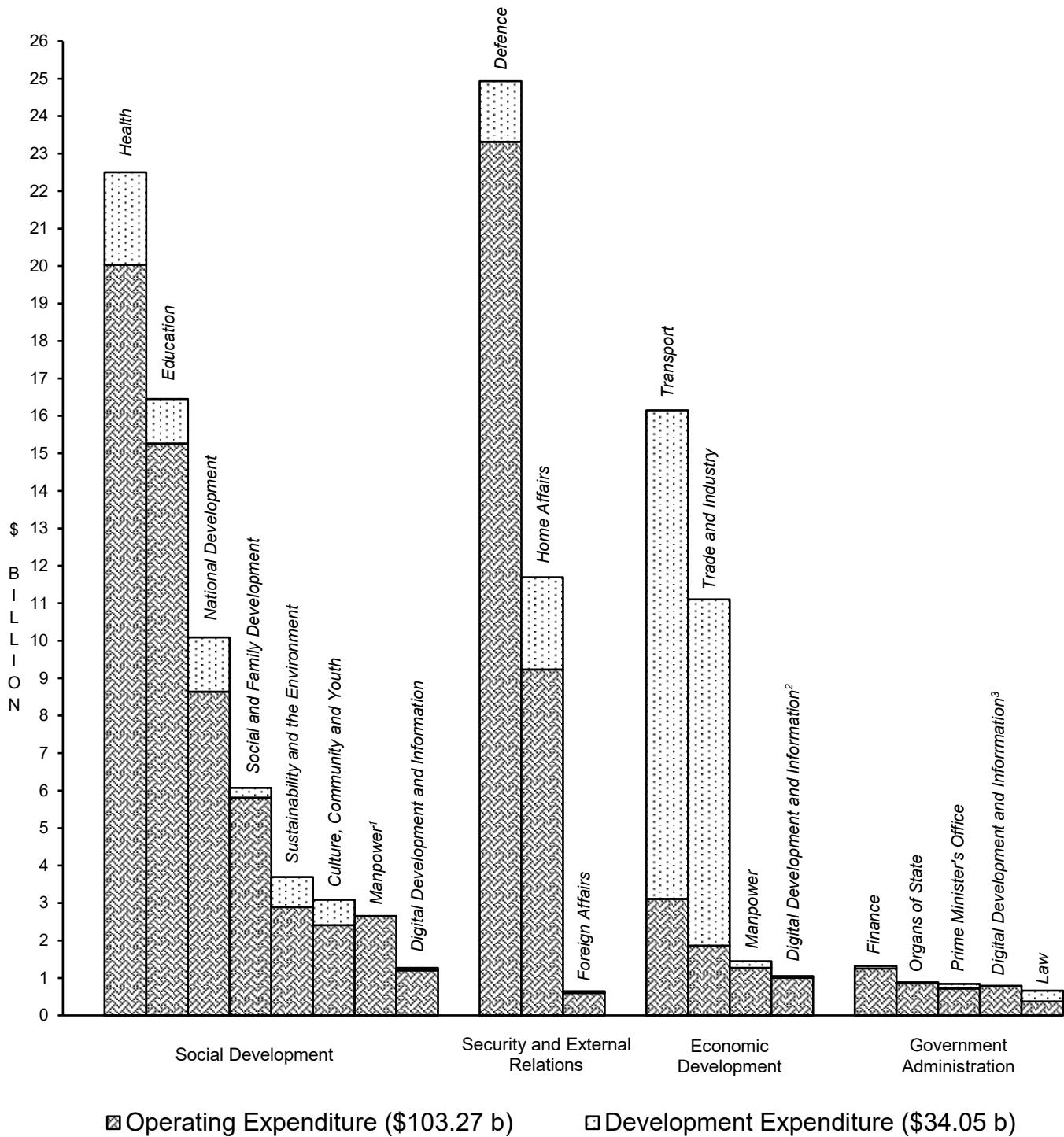
Sector/Ministry	Operating	Expenditure Allocation		Expenditure Allocation		Expenditure Allocation
		\$	%	\$	%	
<b>Social Development</b>	<b>58,904,385,000</b>	<b>57.0</b>	<b>6,905,621,100</b>	<b>20.3</b>	<b>65,810,006,100</b>	<b>47.9</b>
Health	20,035,362,700	19.4	2,467,566,400	7.2	22,502,929,100	16.4
Education	15,265,000,000	14.8	1,185,000,000	3.5	16,450,000,000	12.0
National Development	8,640,058,800	8.4	1,447,092,900	4.2	10,087,151,700	7.3
Social and Family Development	5,811,958,800	5.6	259,759,300	0.8	6,071,718,100	4.4
Sustainability and the Environment	2,890,704,400	2.8	802,209,000	2.4	3,692,913,400	2.7
Culture, Community and Youth	2,407,711,100	2.3	677,912,500	2.0	3,085,623,600	2.2
Manpower <sup>1</sup>	2,652,572,800	2.6	—	—	2,652,572,800	1.9
Digital Development and Information	1,201,016,400	1.2	66,081,000	0.2	1,267,097,400	0.9
<b>Security &amp; External Relations</b>	<b>33,145,346,500</b>	<b>32.1</b>	<b>4,127,607,000</b>	<b>12.1</b>	<b>37,272,953,500</b>	<b>27.1</b>
Defence	23,315,060,400	22.6	1,618,819,600	4.8	24,933,880,000	18.2
Home Affairs	9,232,333,600	8.9	2,462,087,400	7.2	11,694,421,000	8.5
Foreign Affairs	597,952,500	0.6	46,700,000	0.1	644,652,500	0.5
<b>Economic Development</b>	<b>7,242,115,500</b>	<b>7.0</b>	<b>22,506,943,800</b>	<b>66.1</b>	<b>29,749,059,300</b>	<b>21.7</b>
Transport	3,109,174,200	3.0	13,040,422,500	38.3	16,149,596,700	11.8
Trade and Industry	1,861,576,000	1.8	9,241,525,400	27.1	11,103,101,400	8.1
Manpower	1,268,426,600	1.2	178,690,100	0.5	1,447,116,700	1.1
Digital Development and Information <sup>2</sup>	1,002,938,700	1.0	46,305,800	0.1	1,049,244,500	0.8
<b>Government Administration</b>	<b>3,977,324,800</b>	<b>3.9</b>	<b>514,099,600</b>	<b>1.5</b>	<b>4,491,424,400</b>	<b>3.3</b>
Finance	1,252,306,600	1.2	68,615,100	0.2	1,320,921,700	1.0
Organs Of State	855,133,600	0.8	28,245,200	0.1	883,378,800	0.6
Prime Minister's Office	716,843,400	0.7	123,553,300	0.4	840,396,700	0.6
Digital Development and Information <sup>3</sup>	780,732,100	0.8	6,638,400	—	787,370,500	0.6
Law	372,309,100	0.4	287,047,600	0.8	659,356,700	0.5
<b>TOTAL EXPENDITURE</b>	<b>103,269,171,800</b>	<b>100</b>	<b>34,054,271,500</b>	<b>100</b>	<b>137,323,443,300</b>	<b>100</b>

<sup>1</sup> Manpower expenditure under the Social Development sector refers to expenditure under the Financial Security for Singaporeans programme.

<sup>2</sup> Digital Development and Information expenditure under the Economic Development sector refers to expenditure under the Info-communications Media Development Authority and Cyber Security Agency of Singapore programmes.

<sup>3</sup> Digital Development and Information expenditure under the Government Administration sector refers to expenditure under the Smart Nation Group and Government Technology Agency programmes.

## TOTAL EXPENDITURE FOR FY2026 BY SECTOR AND MINISTRY



<sup>1</sup> Manpower expenditure under the Social Development sector refers to expenditure under the Financial Security for Singaporean programme.

<sup>2</sup> Digital Development and Information expenditure under the Economic Development sector refers to expenditure under the Info-communications Media Development Authority and Cyber Security Agency of Singapore programmes.

<sup>3</sup> Digital Development and Information expenditure under the Government Administration sector refers to expenditure under the Smart Nation Group and Government Technology Agency programmes.

## **COMPARISON OF ESTIMATED FY2026 AND REVISED FY2025 TOTAL EXPENDITURE**

Sector/Ministry	Revised		Estimated		Change Over Revised FY2025	
	FY2025	Allocation	FY2026	Allocation	\$	%
<b>Social Development</b>	<b>61,020,256,200</b>	<b>49.0</b>	<b>65,810,006,100</b>	<b>47.9</b>	<b>4,789,749,900</b>	<b>7.8</b>
Health	20,376,092,900	16.4	22,502,929,100	16.4	2,126,836,200	10.4
Education	15,125,000,000	12.2	16,450,000,000	12.0	1,325,000,000	8.8
National Development	9,309,248,500	7.5	10,087,151,700	7.3	777,903,200	8.4
Social and Family Development	5,471,657,200	4.4	6,071,718,100	4.4	600,060,900	11.0
Sustainability and the Environment	4,206,551,400	3.4	3,692,913,400	2.7	(513,638,000)	(12.2)
Culture, Community and Youth	2,710,733,800	2.2	3,085,623,600	2.2	374,889,800	13.8
Manpower <sup>1</sup>	2,731,896,500	2.2	2,652,572,800	1.9	(79,323,700)	(2.9)
Digital Development and Information	1,089,075,900	0.9	1,267,097,400	0.9	178,021,500	16.3
<b>Security &amp; External Relations</b>	<b>33,689,363,100</b>	<b>27.1</b>	<b>37,272,953,500</b>	<b>27.1</b>	<b>3,583,590,400</b>	<b>10.6</b>
Defence	23,440,326,800	18.8	24,933,880,000	18.2	1,493,553,200	6.4
Home Affairs	9,662,762,500	7.8	11,694,421,000	8.5	2,031,658,500	21.0
Foreign Affairs	586,273,800	0.5	644,652,500	0.5	58,378,700	10.0
<b>Economic Development</b>	<b>25,099,583,800</b>	<b>20.2</b>	<b>29,749,059,300</b>	<b>21.7</b>	<b>4,649,475,500</b>	<b>18.5</b>
Transport	15,932,711,300	12.8	16,149,596,700	11.8	216,885,400	1.4
Trade and Industry	6,588,031,500	5.3	11,103,101,400	8.1	4,515,069,900	68.5
Manpower	1,340,885,200	1.1	1,447,116,700	1.1	106,231,500	7.9
Digital Development and Information <sup>2</sup>	1,237,955,800	1.0	1,049,244,500	0.8	(188,711,300)	(15.2)
<b>Government Administration</b>	<b>4,650,049,700</b>	<b>3.7</b>	<b>4,491,424,400</b>	<b>3.3</b>	<b>(158,625,300)</b>	<b>(3.4)</b>
Finance	1,480,874,900	1.2	1,320,921,700	1.0	(159,953,200)	(10.8)
Organs Of State	826,126,300	0.7	883,378,800	0.6	57,252,500	6.9
Prime Minister's Office	1,178,906,400	0.9	840,396,700	0.6	(338,509,700)	(28.7)
Digital Development and Information <sup>3</sup>	713,073,700	0.6	787,370,500	0.6	74,296,800	10.4
Law	451,068,400	0.4	659,356,700	0.5	208,288,300	46.2
<b>TOTAL EXPENDITURE</b>	<b>124,459,252,800</b>	<b>100</b>	<b>137,323,443,300</b>	<b>100</b>	<b>12,864,190,500</b>	<b>10.3</b>

<sup>1</sup> Manpower expenditure under the Social Development sector refers to expenditure under the Financial Security for Singaporean programme.

<sup>2</sup> Digital Development and Information expenditure under the Economic Development sector refers to expenditure under the Info-communications Media Development Authority and Cyber Security Agency of Singapore programmes.

<sup>3</sup> Digital Development and Information expenditure under the Government Administration sector refers to expenditure under the Smart Nation Group and Government Technology Agency programmes.

**II**

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**STATEMENT OF ASSETS AND  
LIABILITIES**



**STATEMENT OF ASSETS AND LIABILITIES AS AT 31ST MARCH 2025**

	<b>Actual</b> <b>FY2024</b> \$
<b>ASSETS</b>	
CASH	97,068,264,436
INVESTMENTS	1,799,493,108,997
Government Stocks	412,190,417,636
Other Investments – Quoted	630,345,246,067
Other Investments – Unquoted	752,267,707,901
Deposits with Investment Agents	4,689,737,393
	<b><u>1,896,561,373,433</u></b>
<b>LIABILITIES</b>	
DEPOSIT ACCOUNTS	54,322,270,116
FUND SET ASIDE FOR SPECIFIC PURPOSES	1,516,022,107,737
Development Fund	125,690,515,912
Contingencies Fund	4,000,000,000
Development Contingencies Fund	2,000,000,000
Government Securities Fund	1,296,159,783,272
Developmental Investment Fund	14,005,158,148
Pension Fund	11,836,798,098
Saver - Premium Fund	1,863,867,953
INVEST Fund	2,272,417,542
Edusave Endowment Fund	8,945,927,916
LifeLong Learning Endowment Fund	4,988,942,352
Medical Endowment Fund	6,421,429,569
ElderCare Fund	4,183,822,998
CONNECT Fund	564,317,013
Community Care Endowment Fund	2,740,282,437
National Research Fund	4,031,684,093
Goods and Services Tax Voucher Fund	10,772,628,310
Pioneer Generation Fund	5,174,233,768
Merdeka Generation Fund	5,503,806,260
Long-Term Care Support Fund	4,791,798,779
Public Transport Fund	74,693,319
GENERAL BALANCE	
Consolidated Fund	326,216,995,580
	<b><u>1,896,561,373,433</u></b>



III

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**EXPENDITURE ESTIMATES  
BY HEAD OF EXPENDITURE**



## **Organs of State**

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Head A Civil List for the President of the Republic of Singapore

Head B Attorney-General's Chambers

Head C Auditor-General's Office

Head D Cabinet Office

Head E Judicature

Head F Parliament

Head G Presidential Councils

Head H Public Service Commission



## HEAD A

### CIVIL LIST FOR THE PRESIDENT OF THE REPUBLIC OF SINGAPORE

#### OVERVIEW

##### Mission Statement

To enable the President of the Republic of Singapore to perform his or her Constitutional, Ceremonial, and Community roles.

#### FY2026 EXPENDITURE ESTIMATES

##### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised	Revised FY2025
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
	<b>TOTAL EXPENDITURE</b>	<b>11,683,208</b>	<b>12,235,300</b>	<b>13,500,000</b>	<b>14,794,400</b>	<b>1,294,400</b>	<b>9.6</b>
<b>MAIN ESTIMATES</b>							
	<b>OPERATING EXPENDITURE<sup>1</sup></b>	<b>11,683,208</b>	<b>12,235,300</b>	<b>13,500,000</b>	<b>14,794,400</b>	<b>1,294,400</b>	<b>9.6</b>
	<i>RUNNING COSTS</i>	11,683,208	12,235,300	13,500,000	14,794,400	1,294,400	9.6
	<i>Expenditure on Manpower</i>	<b>8,408,211</b>	<b>8,021,200</b>	<b>8,949,000</b>	<b>9,214,400</b>	<b>265,400</b>	<b>3.0</b>
1100	Civil List (Manpower)	8,408,211	8,021,200	8,949,000	9,214,400	265,400	3.0
	<i>Other Operating Expenditure</i>	<b>3,274,998</b>	<b>4,214,100</b>	<b>4,551,000</b>	<b>5,580,000</b>	<b>1,029,000</b>	<b>22.6</b>
2100	Consumption of Products and Services	—	—	—	3,770,300	3,770,300	n.a.
2200	Maintenance	—	—	—	1,049,700	1,049,700	n.a.
2200A	Civil List (Others)	3,274,998	4,214,100	4,551,000	—	(4,551,000)	(100.0)
2300	Staff Development and Well-Being	—	—	—	287,000	287,000	n.a.
2400	International and Public Relations, Communications	—	—	—	73,000	73,000	n.a.
2700	Asset Acquisition	—	—	—	400,000	400,000	n.a.

<sup>1</sup> Statutory Expenditure.

## Establishment List

Category/Personnel	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
<b>CIVIL LIST</b>	<b>68</b>	<b>75</b>	<b>72</b>	<b>72</b>
President	1	1	1	1
Aide-de-Camp	4	4	4	–
Butler (2013)	20	26	23	26
Cook (2013)	4	4	5	5
Corporate Support	1	1	1	1
Driving	4	4	4	4
Information Service (2008)	4	4	4	4
Management Executive Scheme (2008)	26	27	26	27
Management Support Scheme (2008)	1	1	1	1
Operations Support	1	1	1	1
Shorthand Writers	2	2	2	2
<b>TOTAL</b>	<b>68</b>	<b>75</b>	<b>72</b>	<b>72</b>

## FY2025 BUDGET

The revised FY2025 total expenditure of the Civil List is expected to be \$13.50 million. This is an increase of \$1.82 million or 15.6% compared to the actual FY2024 total expenditure of \$11.68 million. The increase is mainly due to higher expenditure on manpower and ICT expenditure.

## FY2026 BUDGET

The FY2026 total expenditure of the Civil List is projected to be \$14.79 million. This is an increase of \$1.29 million or 9.6% compared to the revised FY2025 total expenditure of \$13.50 million. The increase is mainly due to higher expenditure on manpower, ICT expenditure and the replacement of an official car.

	Revised FY2025 \$	Estimated FY2026 \$
<b><u>CLASS 1</u></b>	<b><u>1,646,400</u></b>	<b><u>1,646,400</u></b>
The privy purse	1,568,900	1,568,900
Entertainment allowance	73,000	73,000
Acting President's allowance	4,500	4,500
<b><u>CLASS 2</u></b>		
Salaries of personal staff	6,927,600	7,318,000
<b><u>CLASS 3</u></b>		
Expenses of household	4,088,000	4,542,000
<b><u>CLASS 4</u></b>		
Special services	838,000	1,288,000
	<b><u>13,500,000</u></b>	<b><u>14,794,400</u></b>

The provision for Class 1 expenditure is to meet the President's salary and entertainment expenses. The provision for Class 2 expenditure is for the payment of staff salaries and other staff-related expenses. The provision for Class 3 expenditure is to cater for the maintenance of land and buildings, as well as other supplies required to run the Istana and the President's events. The provision for Class 4 expenditure is for the buying of services and purchase of other items such as non-standard equipment and furniture.

### Total Expenditure by Programme

Code	Programme	Running Costs	Transfers	Operating Expenditure	Development Expenditure	Total Expenditure
		\$	\$	\$	\$	\$
A-A	Civil List Programme	14,794,400	–	14,794,400	–	14,794,400
	<b>Total</b>	<b>14,794,400</b>	<b>–</b>	<b>14,794,400</b>	<b>–</b>	<b>14,794,400</b>

## HEAD B

### ATTORNEY-GENERAL'S CHAMBERS

#### OVERVIEW

##### Mission Statement

Serving Singapore's interests and upholding the rule of law through sound advice, effective representation, fair and independent prosecution, and accessible legislation.

#### FY2026 EXPENDITURE ESTIMATES

##### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised	Revised FY2025
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
	<b>TOTAL EXPENDITURE</b>	<b>249,019,691</b>	<b>287,802,600</b>	<b>287,285,500</b>	<b>311,076,400</b>	<b>23,790,900</b>	<b>8.3</b>
<b>MAIN ESTIMATES</b>							
	<b>OPERATING EXPENDITURE<sup>1</sup></b>	<b>246,008,375</b>	<b>282,029,500</b>	<b>281,147,600</b>	<b>308,833,700</b>	<b>27,686,100</b>	<b>9.8</b>
	<i>RUNNING COSTS</i>	245,986,378	282,010,500	281,130,500	308,817,400	27,686,900	9.8
	<i>Expenditure on Manpower</i>	<b>177,642,407</b>	<b>195,813,100</b>	<b>196,428,100</b>	<b>206,748,500</b>	<b>10,320,400</b>	<b>5.3</b>
1400	Other Statutory Appointments	8,008,871	7,400,000	8,708,500	7,888,900	(819,600)	(9.4)
1500	Permanent Staff	169,524,911	188,320,400	187,605,700	198,729,900	11,124,200	5.9
1600	Temporary, Daily-Rated and Other Staff	108,625	92,700	113,900	129,700	15,800	13.9
	<i>Other Operating Expenditure</i>	<b>61,222,092</b>	<b>77,537,400</b>	<b>77,150,100</b>	<b>94,003,300</b>	<b>16,853,200</b>	<b>21.8</b>
2100	Consumption of Products and Services	52,368,064	60,347,400	66,365,700	70,159,200	3,793,500	5.7
2200	Maintenance	–	–	–	19,608,900	19,608,900	n.a.
2300	Staff Development and Well-Being	–	–	–	3,607,500	3,607,500	n.a.
2300A	Manpower Development	4,961,958	8,657,600	4,696,100	–	(4,696,100)	(100.0)
2400	International and Public Relations, Communications	2,817,693	7,169,100	5,461,200	394,300	(5,066,900)	(92.8)
2700	Asset Acquisition	403,083	347,300	392,500	144,500	(248,000)	(63.2)
2800	Miscellaneous	671,295	1,016,000	234,600	88,900	(145,700)	(62.1)
	<b>Grants, Transfers and Capital Injections</b>	<b>7,121,879</b>	<b>8,660,000</b>	<b>7,552,300</b>	<b>8,065,600</b>	<b>513,300</b>	<b>6.8</b>
3200	Grants and Capital Injections to Educational Institutions	7,121,879	8,660,000	7,552,300	8,065,600	513,300	6.8
	<i>TRANSFERS</i>	21,997	19,000	17,100	16,300	(800)	(4.7)
3800	International Organisations and Overseas Development Assistance	21,997	19,000	17,100	16,300	(800)	(4.7)

<sup>1</sup> Estimated FY2026 includes \$2,236,500 Statutory Expenditure (\$2,200,000 Expenditure on Manpower and \$36,500 Other Operating Expenditure).

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>1,769,699</b>	<b>2,675,100</b>	<b>2,675,100</b>	<b>100,000</b>	<b>(2,575,100)</b>	<b>(96.3)</b>
4600	Loans and Advances (Disbursement)	1,769,699	2,675,100	2,675,100	100,000	(2,575,100)	(96.3)
DEVELOPMENT ESTIMATES							
	<b>DEVELOPMENT EXPENDITURE</b>	<b>3,011,316</b>	<b>5,773,100</b>	<b>6,137,900</b>	<b>2,242,700</b>	<b>(3,895,200)</b>	<b>(63.5)</b>
5100	Government Development	3,011,316	5,773,100	6,137,900	2,242,700	(3,895,200)	(63.5)

## Establishment List

Category/Personnel	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
<b>OTHER STATUTORY APPOINTMENTS</b>	<b>4</b>	<b>5</b>	<b>4</b>	<b>4</b>
Attorney-General	1	1	1	1
Deputy Attorney-General	3	4	3	3
<b>PERMANENT STAFF</b>	<b>631</b>	<b>715</b>	<b>648</b>	<b>694</b>
Corporate Support	6	6	6	6
Finance Profession Scheme (2024)	3	3	3	2
Information Service (2008)	3	3	2	2
Legal	349	396	370	391
Management Executive Scheme (2008)	235	272	235	260
Management Support Scheme (2008)	24	24	24	25
Operations Support	11	11	8	8
<b>TOTAL</b>	<b>635</b>	<b>720</b>	<b>652</b>	<b>698</b>

## **FY2025 BUDGET**

The revised FY2025 total expenditure of the Attorney-General's Chambers is expected to be \$287.29 million. This is an increase of \$38.27 million or 15.4% compared to the actual FY2024 total expenditure of \$249.02 million. Of the revised FY2025 total expenditure, \$281.15 million or 97.9% is for operating expenditure while \$6.14 million or 2.1% is for development expenditure.

### ***Operating Expenditure***

The revised FY2025 operating expenditure of the Attorney-General's Chambers is expected to be \$281.15 million. This is an increase of \$35.14 million or 14.3% compared to the actual FY2024 operating expenditure of \$246.01 million. The increase is mainly due to higher expenditure on manpower and other operating expenditure.

### ***Development Expenditure***

The revised FY2025 development expenditure of the Attorney-General's Chambers is expected to be \$6.14 million. This is an increase of \$3.13 million or 103.8% compared to the actual FY2024 development expenditure of \$3.01 million. The increase is mainly due to higher expenditure on IT system projects and other development projects.

### ***Other Consolidated Fund Outlays***

The revised FY2025 other consolidated fund outlays of the Attorney-General's Chambers are expected to be \$2.68 million. This is an increase of \$0.91 million or 51.2% compared to the actual FY2024 other consolidated fund outlays of \$1.77 million. The increase is mainly due to higher operational needs.

## **FY2026 BUDGET**

The FY2026 total expenditure of the Attorney-General's Chambers is projected to be \$311.08 million. This is an increase of \$23.79 million or 8.3% compared to the revised FY2025 total expenditure of \$287.29 million. Of the FY2026 total expenditure, \$308.83 million or 99.3% is for operating expenditure while \$2.24 million or 0.7% is for development expenditure.

### ***Operating Expenditure***

The FY2026 operating expenditure of the Attorney-General's Chambers is projected to be \$308.83 million. This is an increase of \$27.69 million or 9.8% compared to the revised FY2025 operating expenditure of \$281.15 million. The increase is mainly due to higher expenditure on manpower and operating costs for IT system projects.

### ***Development Expenditure***

The FY2026 development expenditure of the Attorney-General's Chambers is projected to be \$2.24 million. This is a decrease of \$3.90 million or 63.5% compared to the revised FY2025 development expenditure of \$6.14 million. The decrease is mainly due to lower expenditure on development projects.

### ***Other Consolidated Fund Outlays***

The FY2026 other consolidated fund outlays of the Attorney-General's Chambers are projected to be \$0.10 million. This is a decrease of \$2.58 million or 96.3% compared to the revised FY2025 other consolidated fund outlays of \$2.68 million. The decrease is mainly due to lower operational needs.

## Total Expenditure by Programme

Code	Programme	Running	Operating	Development	Total
		Costs	Transfers	Expenditure	Expenditure
		\$	\$	\$	\$
B-A	Legal Services Programme	308,817,400	16,300	308,833,700	2,242,700
	<b>Total</b>	<b>308,817,400</b>	<b>16,300</b>	<b>308,833,700</b>	<b>2,242,700</b>
					<b>311,076,400</b>

## Development Expenditure by Project

Project Title	Total Project Cost	Actual Expenditure					
		Up to End of FY2023	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026	
		\$	\$	\$	\$	\$	\$
<b>DEVELOPMENT EXPENDITURE</b>							
GOVERNMENT DEVELOPMENT	...	...	3,011,316	5,773,100	6,137,900	6,137,900	2,242,700
<b>LEGAL SERVICES PROGRAMME</b>							
Transition of Intelligent Workspace (IW) into S-Repo/S-Net	3,000,000	1,690,250	–	351,200	–	–	351,200
AGC's New Office Lease	40,667,735	–	–	–	120,000	120,000	245,000
Minor Development Projects	...	...	3,011,316	4,922,300	5,514,500	5,514,500	1,646,500
Completed Projects	...	...	–	499,600	503,400	503,400	–

## KEY PERFORMANCE INDICATORS

### Desired Outcomes

- Effective, sound, efficient and accessible legislative framework
- Decisions and actions of public officers that comply with legal principles
- A Government that is effectively and professionally advised and represented in all legal matters
- A just and effective criminal prosecutorial system
- A nation that abides by its international law obligations
- A rule-based international order as well as bilateral and multilateral arrangements that advance and protect Singapore's interests

### Key Performance Indicators

Desired Outcome	Performance Indicator	Actual FY2023	Actual FY2024	Revised FY2025	Estimated FY2026
Effective, sound, efficient and accessible legislative framework	Ranking of Singapore's legal and regulatory framework in the Institute for Management Development's (IMD's) World Competitiveness Yearbook	3 <sup>rd</sup>	1 <sup>st</sup>	2 <sup>nd</sup> <sup>1</sup>	2 <sup>nd</sup> <sup>2</sup>
Decisions and actions of public officers that comply with legal principles	No. of successful legal challenges against Government Ministries / Departments in matters where Attorney-General's Chambers' advice failed to highlight the legal risk	0	0	0	0
A Government that is effectively and professionally advised and represented in all legal matters	No. of justifiable complaints by stakeholders within the Government about the lack or quality of legal support by Attorney-General's Chambers	0	0	0	≤ 3 <sup>3</sup>
A just and effective criminal prosecutorial system	% of all criminal cases (both in the High Court and the State Courts) that are proceeded with as scheduled	99.9	99.9	99.9	99.9
	No. of findings / determinations by a court or tribunal that there has been any frivolous or vexatious prosecution	0	0	0	0
A nation that abides by its international law obligations	No. of determinative findings by a court or tribunal (international or domestic) that Singapore has breached a rule of international law, treaty or convention in relation to any matter where Attorney-General's Chambers' advice failed to highlight the legal risk	0	0	0	0
A rule-based international order as well as bilateral and multilateral arrangements that advance and protect Singapore's interests	No. of instances where Attorney-General's Chambers, when justifiably requested, was unable to participate in multilateral or bilateral negotiations	0	0	0	0

<sup>1</sup> Actual ranking as indicated in the IMD World Competitiveness Yearbook 2025.

<sup>2</sup> Attorney-General's Chambers' estimated ranking which may be revised when the actual ranking is available in FY2026.

<sup>3</sup> Attorney-General's Chambers' risk threshold which is to have no more than 3 justifiable complaints each FY from stakeholders within the Government about the lack or quality of legal support by Attorney-General's Chambers.

## HEAD C

### AUDITOR-GENERAL'S OFFICE

#### OVERVIEW

##### Mission Statement

To audit and report to the President and Parliament on the proper accounting and use of public resources so as to enhance public accountability and help strengthen the financial governance of the public service.

#### FY2026 EXPENDITURE ESTIMATES

##### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised	Revised FY2025
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
	<b>TOTAL EXPENDITURE</b>	<b>43,658,958</b>	<b>46,445,300</b>	<b>46,440,600</b>	<b>49,313,400</b>	<b>2,872,800</b>	<b>6.2</b>
<b>MAIN ESTIMATES</b>							
	<b>OPERATING EXPENDITURE<sup>1</sup></b>	<b>43,165,425</b>	<b>46,240,300</b>	<b>46,235,600</b>	<b>48,437,400</b>	<b>2,201,800</b>	<b>4.8</b>
	<i>RUNNING COSTS</i>	43,155,543	46,230,300	46,225,600	48,427,400	2,201,800	4.8
	<i>Expenditure on Manpower</i>	<b>34,072,083</b>	<b>35,984,300</b>	<b>36,163,300</b>	<b>37,768,500</b>	<b>1,605,200</b>	<b>4.4</b>
1400	Other Statutory Appointments	1,151,339	1,083,200	1,165,000	1,071,600	(93,400)	(8.0)
1500	Permanent Staff	32,910,085	34,859,100	34,969,500	36,640,600	1,671,100	4.8
1600	Temporary, Daily-Rated and Other Staff	10,658	42,000	28,800	56,300	27,500	95.5
	<i>Other Operating Expenditure</i>	<b>9,083,460</b>	<b>10,246,000</b>	<b>10,062,300</b>	<b>10,658,900</b>	<b>596,600</b>	<b>5.9</b>
2100	Consumption of Products and Services	7,808,685	8,458,700	7,912,100	8,140,100	228,000	2.9
2200	Maintenance	–	–	–	1,291,900	1,291,900	n.a.
2300	Staff Development and Well-Being	–	–	–	1,112,900	1,112,900	n.a.
2300A	Manpower Development	1,082,187	1,192,000	1,222,200	–	(1,222,200)	(100.0)
2400	International and Public Relations, Communications	130,041	593,300	584,300	30,000	(554,300)	(94.9)
2700	Asset Acquisition	62,547	2,000	343,700	84,000	(259,700)	(75.6)
	<i>TRANSFERS</i>	9,883	10,000	10,000	10,000	–	–
3800	International Organisations and Overseas Development Assistance	9,883	10,000	10,000	10,000	–	–
<b>DEVELOPMENT ESTIMATES</b>							
	<b>DEVELOPMENT EXPENDITURE</b>	<b>493,533</b>	<b>205,000</b>	<b>205,000</b>	<b>876,000</b>	<b>671,000</b>	<b>327.3</b>
5100	Government Development	493,533	205,000	205,000	876,000	671,000	327.3

<sup>1</sup> Estimated FY2026 includes \$158,300 Statutory Expenditure (Expenditure on Manpower).

## Establishment List

Category/Personnel	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
<b>OTHER STATUTORY APPOINTMENTS</b>	1	1	1	1
Auditor-General	1	1	1	1
<b>PERMANENT STAFF</b>	<b>198</b>	<b>211</b>	<b>194</b>	<b>211</b>
Auditing Service (2021)	173	186	169	186
Management Executive Scheme (2008)	22	22	22	22
Management Support Scheme (2008)	1	1	1	1
Operations Support	2	2	2	2
<b>TOTAL</b>	<b>199</b>	<b>212</b>	<b>195</b>	<b>212</b>

## FY2025 BUDGET

The revised FY2025 total expenditure of the Auditor-General's Office is expected to be \$46.44 million. This is an increase of \$2.78 million or 6.4% compared to the actual FY2024 total expenditure of \$43.66 million. Of the revised FY2025 total expenditure, \$46.24 million or 99.6% is for operating expenditure while \$0.21 million or 0.4% is for development expenditure.

### *Operating Expenditure*

The revised FY2025 operating expenditure of the Auditor-General's Office is expected to be \$46.24 million. This is an increase of \$3.07 million or 7.1% compared to the actual FY2024 operating expenditure of \$43.17 million. The increase is mainly due to higher expenditure on manpower and ICT expenditure.

### *Development Expenditure*

The revised FY2025 development expenditure of the Auditor-General's Office is expected to be \$0.21 million. This is a decrease of \$0.29 million or 58.5% compared to the actual FY2024 development expenditure of \$0.49 million. The decrease is mainly due to the completion of ICT projects in FY2024.

## FY2026 BUDGET

The FY2026 total expenditure of the Auditor-General's Office is projected to be \$49.31 million. This is an increase of \$2.87 million or 6.2% compared to the revised FY2025 total expenditure of \$46.44 million. Of the FY2026 total expenditure, \$48.44 million or 98.2% is for operating expenditure while \$0.88 million or 1.8% is for development expenditure.

### *Operating Expenditure*

The FY2026 operating expenditure of the Auditor-General's Office is projected to be \$48.44 million. This is an increase of \$2.20 million or 4.8% compared to the revised FY2025 operating expenditure of \$46.24 million. The increase is mainly due to higher expenditure on manpower and ICT expenditure.

### *Development Expenditure*

The FY2026 development expenditure of the Auditor-General's Office is projected to be \$0.88 million. This is an increase of \$0.67 million or 327.3% compared to the revised FY2025 development expenditure of \$0.21 million. The increase is mainly due to progressive payments for the renovation of Auditor-General's Office Headquarters.

## Total Expenditure by Programme

Code	Programme	Running Costs	Transfers	Operating Expenditure	Development Expenditure	Total Expenditure
		\$	\$	\$	\$	\$
C-A	Audit Programme	48,427,400	10,000	48,437,400	876,000	49,313,400
	<b>Total</b>	<b>48,427,400</b>	<b>10,000</b>	<b>48,437,400</b>	<b>876,000</b>	<b>49,313,400</b>

## Development Expenditure by Project

Project Title	Total Project Cost	Actual Expenditure				
		Up to End of	Actual	Estimated	Revised	Estimated
		FY2023	FY2024	FY2025	FY2025	FY2026
<b>DEVELOPMENT EXPENDITURE</b>	...	...	493,533	205,000	205,000	876,000
<i>GOVERNMENT DEVELOPMENT</i>	...	...	493,533	205,000	205,000	876,000
<b>AUDIT PROGRAMME</b>						
Minor Development Projects	...	...	493,533	205,000	205,000	876,000

## KEY PERFORMANCE INDICATORS

### Desired Outcomes

- Enhanced accountability of public sector entities and funds
- Timely completion of audits of the Government Financial Statements and other accounts audited by the Auditor-General
- Timely submission of the Annual Report of the Auditor-General to the President

### Key Performance Indicators

Desired Outcome	Performance Indicator	Actual FY2023	Actual FY2024	Revised FY2025	Estimated FY2026
Enhanced accountability of public sector entities and funds	Total no. of public sector entities and funds <sup>1</sup> audited each year	16	16	16	15 to 18
	% of 10 large Statutory Boards and funds <sup>2</sup> audited at least once in 5 years	100	100	100	100
Timely completion of audits of the Government Financial Statements and other accounts audited by the Auditor-General	To audit and report to the President on the Government Financial Statements (incorporating the accounts of all 16 Government Ministries and 8 Organs of State) within 3 months of the close of the financial year (i.e., by 30 June)	28 Jun 2024	26 Jun 2025	By 30 Jun 2026	By 30 Jun 2027
	% of all other audit reports signed within 3 months of the close of the financial year (i.e., by 30 June)	100	100	100	100
Timely submission of the Annual Report of the Auditor-General to the President	Submission of the Annual Report of the Auditor-General to the President by the second working day of July	2 Jul 2024	2 Jul 2025	2 Jul 2026	2 Jul 2027

<sup>1</sup> Funds whose enabling Acts provide for the Auditor-General to audit the accounts and for the accounts to be presented to Parliament.

<sup>2</sup> Large Statutory Boards and funds are determined based on Auditor-General's Office's periodic assessment of factors including financial materiality, size and complexity of operations. Details can be found on the Auditor-General's Office's website ([www.ago.gov.sg](http://www.ago.gov.sg)).



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### CABINET OFFICE

#### **OVERVIEW**

##### **Mission Statement**

To provide secretariat and administrative support to the Cabinet.

#### **FY2026 EXPENDITURE ESTIMATES**

##### **Expenditure Estimates by Object Class**

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
	<b>TOTAL EXPENDITURE</b>	<b>877,528</b>	<b>1,100,000</b>	<b>1,004,900</b>	<b>1,200,000</b>	<b>195,100</b>	<b>19.4</b>
	<b>MAIN ESTIMATES</b>						
	<b>OPERATING EXPENDITURE</b>	<b>877,528</b>	<b>1,100,000</b>	<b>1,004,900</b>	<b>1,200,000</b>	<b>195,100</b>	<b>19.4</b>
	<i>RUNNING COSTS</i>	877,528	1,100,000	1,004,900	1,200,000	195,100	19.4
	<i>Expenditure on Manpower</i>	<b>663,769</b>	<b>700,000</b>	<b>760,000</b>	<b>828,000</b>	<b>68,000</b>	<b>8.9</b>
1500	Permanent Staff	663,769	700,000	760,000	828,000	68,000	8.9
	<i>Other Operating Expenditure</i>	<b>213,759</b>	<b>400,000</b>	<b>244,900</b>	<b>372,000</b>	<b>127,100</b>	<b>51.9</b>
2100	Consumption of Products and Services	207,545	380,000	212,900	95,000	(117,900)	(55.4)
2200	Maintenance	—	—	—	245,000	245,000	n.a.
2300	Staff Development and Well-Being	—	—	—	32,000	32,000	n.a.
2300A	Manpower Development	6,214	20,000	32,000	—	(32,000)	(100.0)

## Establishment List

Category/Personnel	Actual	Estimated	Revised	Estimated
	FY2024	FY2025	FY2025	FY2026
<b>PERMANENT STAFF</b>	<b>7</b>	<b>12</b>	<b>7</b>	<b>12</b>
Administrative	1	2	1	2
Corporate Support	1	3	1	3
Management Executive Scheme (2008)	2	2	2	2
Management Support Scheme (2008)	1	2	1	2
Operations Support	1	2	1	2
Operations Support Scheme (Driving)	1	1	1	1
<b>TOTAL</b>	<b>7</b>	<b>12</b>	<b>7</b>	<b>12</b>

## **FY2025 BUDGET**

The revised FY2025 total expenditure of the Cabinet Office is expected to be \$1.00 million. This is an increase of \$0.13 million or 14.5% compared to the actual FY2024 total expenditure of \$0.88 million. The increase is mainly due to higher expenditure on manpower and ICT expenditure.

## **FY2026 BUDGET**

The FY2026 total expenditure of the Cabinet Office is projected to be \$1.20 million. This is an increase of \$0.20 million or 19.4% compared to the revised FY2025 total expenditure of \$1.00 million. The increase is mainly due to higher expenditure on manpower and ICT expenditure.

### Total Expenditure by Programme

Code	Programme	Running Costs	Transfers	Operating Expenditure	Development Expenditure	Total Expenditure
		\$	\$	\$	\$	\$
D-A	Administration Programme	1,200,000	–	1,200,000	–	1,200,000
	<b>Total</b>	<b>1,200,000</b>	<b>–</b>	<b>1,200,000</b>	<b>–</b>	<b>1,200,000</b>

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### JUDICATURE

#### OVERVIEW

##### Mission Statement

Supreme Court: Accessible justice that commands trust, respect, and confidence.

State Courts: Accessible justice through quality judgments, appropriate dispute resolution, and innovative court services.

Family Justice Courts: Making justice accessible to families and youth through effective counselling, mediation, and adjudication.

##### Vision Statement

A trusted Judiciary • Ready for tomorrow

#### FY2026 EXPENDITURE ESTIMATES

##### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
<b>TOTAL EXPENDITURE</b>		<b>426,208,630</b>	<b>400,387,900</b>	<b>415,530,800</b>	<b>439,200,200</b>	<b>23,669,400</b>	<b>5.7</b>
<b>MAIN ESTIMATES</b>							
<b>OPERATING EXPENDITURE<sup>1</sup></b>		<b>373,207,851</b>	<b>385,473,100</b>	<b>402,835,800</b>	<b>426,866,400</b>	<b>24,030,600</b>	<b>6.0</b>
RUNNING COSTS		373,207,851	385,473,100	402,835,800	426,866,400	24,030,600	6.0
Expenditure on Manpower		<b>261,081,555</b>	<b>265,838,500</b>	<b>276,869,000</b>	<b>292,837,300</b>	<b>15,968,300</b>	<b>5.8</b>
1400	Other Statutory Appointments	59,633,144	51,888,900	62,820,000	54,940,600	(7,879,400)	(12.5)
1500	Permanent Staff	201,375,191	213,829,200	214,029,000	237,726,700	23,697,700	11.1
1600	Temporary, Daily-Rated and Other Staff	73,220	120,400	20,000	170,000	150,000	750.0
Other Operating Expenditure		<b>112,126,296</b>	<b>119,634,600</b>	<b>125,966,800</b>	<b>134,029,100</b>	<b>8,062,300</b>	<b>6.4</b>
2100	Consumption of Products and Services	105,474,795	111,015,600	117,735,800	96,197,100	(21,538,700)	(18.3)
2200	Maintenance	—	—	—	28,739,500	28,739,500	n.a.
2300	Staff Development and Well-Being	—	—	—	5,622,600	5,622,600	n.a.
2300A	Manpower Development	3,033,048	4,538,800	4,544,700	—	(4,544,700)	(100.0)
2400	International and Public Relations, Communications	3,008,395	3,057,500	2,988,300	293,000	(2,695,300)	(90.2)
2700	Asset Acquisition	606,633	1,022,700	698,000	3,176,900	2,478,900	355.1
2800	Miscellaneous	3,425	—	—	—	—	n.a.

<sup>1</sup> Estimated FY2026 includes \$11,221,700 Statutory Expenditure (Expenditure on Manpower).

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025		
		FY2024	FY2025	FY2025	FY2026			
		\$	\$	\$	\$	\$	%	
DEVELOPMENT ESTIMATES								
<b>5100</b>	<b>DEVELOPMENT EXPENDITURE</b>	<b>53,000,778</b>	<b>14,914,800</b>	<b>12,695,000</b>	<b>12,333,800</b>	<b>(361,200)</b>	<b>(2.8)</b>	
5100	Government Development	53,000,778	14,914,800	12,695,000	12,333,800	(361,200)	(2.8)	

## Establishment List

Category/Personnel	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
<b>OTHER STATUTORY APPOINTMENTS</b>	<b>29</b>	<b>30</b>	<b>31</b>	<b>32</b>
Chief Justice	1	1	1	1
Justice of the Court of Appeal	4	3	3	5
Judge of the Appellate Division	3	4	4	4
Judge	21	22	23	22
<b>PERMANENT STAFF</b>	<b>1,050</b>	<b>1,156</b>	<b>1,118</b>	<b>1,154</b>
Corporate Support	9	8	6	5
Language Executive Scheme (2008)	108	107	106	106
Legal	240	274	257	276
Management Executive Scheme (2008)	598	675	661	679
Management Support Scheme (2008)	45	45	45	45
Management Support Scheme (Language Officer)	2	1	1	1
Operations Support	42	40	38	38
Shorthand Writers	6	6	4	4
<b>TOTAL</b>	<b>1,079</b>	<b>1,186</b>	<b>1,149</b>	<b>1,186</b>

## **FY2025 BUDGET**

The revised FY2025 total expenditure of the Judicature is expected to be \$415.53 million. This is a decrease of \$10.68 million or 2.5% compared to the actual FY2024 total expenditure of \$426.21 million. Of the revised FY2025 total expenditure, \$402.84 million or 96.9% is for operating expenditure while \$12.70 million or 3.1% is for development expenditure.

### ***Operating Expenditure***

The revised FY2025 operating expenditure of the Judicature is expected to be \$402.84 million. This is an increase of \$29.63 million or 7.9% compared to the actual FY2024 operating expenditure of \$373.21 million. The increase is mainly due to higher expenditure on manpower and consumption of products and services.

### ***Development Expenditure***

The revised FY2025 development expenditure of the Judicature is expected to be \$12.70 million. This is a decrease of \$40.31 million or 76.0% compared to the actual FY2024 development expenditure of \$53.00 million. The decrease is mainly due to a reduction in payment milestones with the completion of the addition and alteration works for the Octagon Building.

## **FY2026 BUDGET**

The FY2026 total expenditure of the Judicature is projected to be \$439.20 million. This is an increase of \$23.67 million or 5.7% compared to the revised FY2025 total expenditure of \$415.53 million. Of the FY2026 total expenditure, \$426.87 million or 97.2% is for operating expenditure while \$12.33 million or 2.8% is for development expenditure.

### ***Operating Expenditure***

The FY2026 operating expenditure of the Judicature is projected to be \$426.87 million. This is an increase of \$24.03 million or 6.0% compared to the revised FY2025 operating expenditure of \$402.84 million. The increase is mainly due to higher expenditure on manpower, consumption of products and services, and maintenance.

### ***Development Expenditure***

The FY2026 development expenditure of the Judicature is projected to be \$12.33 million. This is a decrease of \$0.36 million or 2.8% compared to the revised FY2025 development expenditure of \$12.70 million. The decrease is mainly due to a decrease in milestone payments with the completion of the addition and alteration works for the Octagon Building.

## Total Expenditure by Programme

Code	Programme	Running Costs	Transfers	Operating Expenditure	Development Expenditure	Total Expenditure
		\$	\$	\$	\$	\$
E-A	Judicature Programme	426,866,400	–	426,866,400	12,333,800	439,200,200
	<b>Total</b>	<b>426,866,400</b>	<b>–</b>	<b>426,866,400</b>	<b>12,333,800</b>	<b>439,200,200</b>

## Development Expenditure by Project

Project Title	Total Project Cost	Actual Expenditure				
		Up to End of	Actual	Estimated	Revised	Estimated
		FY2023	FY2024	FY2025	FY2025	FY2026
	\$	\$	\$	\$	\$	\$
<b>DEVELOPMENT EXPENDITURE</b>	...	...	53,000,778	14,914,800	12,695,000	12,333,800
<i>GOVERNMENT DEVELOPMENT</i>	...	...	53,000,778	14,914,800	12,695,000	12,333,800
<b>JUDICATURE PROGRAMME</b>						
Courts of the Future - Tranche 1	14,784,800	6,981,292	1,009,229	1,902,100	330,000	2,413,400
Alterations and Additions Works for Octagon Building	190,720,000	123,310,142	39,419,682	8,150,000	6,506,000	1,350,000
Women's Charter and Omnibus Family Justice Bill	3,847,500	257,075	389,520	968,800	568,800	400,000
Implementation of Family Violence Taskforce's Recommendations	10,550,000	–	423,774	409,400	–	409,400
Minor Development Projects (ITD)	...	...	2,364,546	707,500	1,463,200	640,900
Minor Development Projects (Supreme Court)	...	...	8,077,597	2,586,000	3,743,300	6,088,000
Minor Development Projects (State Courts)	...	...	197,695	–	62,700	1,032,100
Completed Projects	...	...	1,118,736	191,000	21,000	–

## KEY PERFORMANCE INDICATORS

### Desired Outcomes

Public trust and confidence in the Singapore Courts:

- **Fairness** – We treat everyone and every case with fairness
- **Accessibility** – We enhance access to justice
- **Integrity** – We do the right thing, without fear or favour, affection or ill-will
- **Respect** – We treat everyone with respect and dignity

### Key Performance Indicators

Desired Outcome	Performance Indicator	Actual FY2023	Actual FY2024	Revised FY2025	Estimated FY2026
Fairness – We treat everyone and every case with fairness	World Ranking of Singapore's Fairness in Administration of Justice in the IMD's World Competitiveness Yearbook	17 <sup>th</sup>	5 <sup>th</sup>	5 <sup>th</sup>	Top 10
Accessibility – We enhance access to justice	World Ranking of Singapore in the World Justice Project Rule of Law Index – Civil Justice is Not Subject to Unreasonable Delay  % of cases heard within service timelines <sup>1,2</sup>	1 <sup>st</sup>	1 <sup>st</sup>	1 <sup>st</sup>	Top 5
Integrity – We do the right thing, without fear or favour, affection or ill-will	World Ranking of Singapore in the World Justice Project Rule of Law Index – Government Officials in the Judicial Branch Do Not Use Public Office for Private Gain  No. of justified complaints about the lack of independence, integrity and impartiality of Supreme Court Judges <sup>1</sup>	14 <sup>th</sup>	12 <sup>th</sup>	12 <sup>th</sup>	Top 20
Respect – We treat everyone with respect and dignity	International Framework for Court Excellence (IFCE) Self-Assessment results <sup>3</sup>  Quality of conduct of court officials <sup>4</sup>	n.a.	Band 4 out of 5	n.a.	Band 5 out of 5
		8.4 out of 10	n.a.	8.5 out of 10	n.a.

<sup>1</sup> Figures for these indicators are reported on a Calendar Year (CY) basis.

<sup>2</sup> The service timelines are based on the relevant target Waiting Periods as set out in the Supreme Court's Practice Directions.

<sup>3</sup> Based on biennial SG Courts IFCE Self-Assessment Survey. The IFCE is an internationally developed and recognised practical tool developed for courts with the aim to improve the quality of justice and judicial administration.

<sup>4</sup> Based on biennial SG Courts Court Users Survey.

## HEAD F

### PARLIAMENT

#### OVERVIEW

##### Mission Statement

To support Parliament and its Committees in their business and proceedings, facilitate their participation in inter-parliamentary activities, and undertake the management of Parliament House.

#### FY2026 EXPENDITURE ESTIMATES

##### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised	Revised FY2025
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
	<b>TOTAL EXPENDITURE</b>	<b>48,605,945</b>	<b>62,314,000</b>	<b>59,313,600</b>	<b>64,317,800</b>	<b>5,004,200</b>	<b>8.4</b>
<b>MAIN ESTIMATES</b>							
	<b>OPERATING EXPENDITURE<sup>1</sup></b>	<b>47,651,187</b>	<b>48,568,000</b>	<b>47,650,800</b>	<b>51,525,100</b>	<b>3,874,300</b>	<b>8.1</b>
	<i>RUNNING COSTS</i>	47,345,038	48,222,500	47,307,300	51,140,600	3,833,300	8.1
	<i>Expenditure on Manpower</i>	<b>28,604,430</b>	<b>29,875,900</b>	<b>29,948,100</b>	<b>32,530,900</b>	<b>2,582,800</b>	<b>8.6</b>
1300	Parliamentary Appointments	21,853,213	22,827,500	22,809,900	24,114,500	1,304,600	5.7
1500	Permanent Staff	6,744,278	7,030,800	7,112,800	8,390,000	1,277,200	18.0
1600	Temporary, Daily-Rated and Other Staff	6,939	17,600	25,400	26,400	1,000	3.9
	<i>Other Operating Expenditure</i>	<b>18,740,608</b>	<b>18,346,600</b>	<b>17,359,200</b>	<b>18,609,700</b>	<b>1,250,500</b>	<b>7.2</b>
2100	Consumption of Products and Services	16,747,774	17,130,000	16,547,300	12,909,400	(3,637,900)	(22.0)
2200	Maintenance	—	—	—	4,872,400	4,872,400	n.a.
2300	Staff Development and Well-Being	—	—	—	160,900	160,900	n.a.
2300A	Manpower Development	155,956	183,400	150,500	—	(150,500)	(100.0)
2400	International and Public Relations, Communications	89,605	543,300	303,600	50,400	(253,200)	(83.4)
2700	Asset Acquisition	1,746,148	478,700	346,600	602,900	256,300	73.9
2800	Miscellaneous	1,125	11,200	11,200	13,700	2,500	22.3
	<i>TRANSFERS</i>	306,149	345,500	343,500	384,500	41,000	11.9
3600	Transfers to Institutions and Organisations	77,112	120,000	120,000	150,000	30,000	25.0
3800	International Organisations and Overseas Development Assistance	229,037	225,500	223,500	234,500	11,000	4.9
<b>DEVELOPMENT ESTIMATES</b>							
	<b>DEVELOPMENT EXPENDITURE</b>	<b>954,757</b>	<b>13,746,000</b>	<b>11,662,800</b>	<b>12,792,700</b>	<b>1,129,900</b>	<b>9.7</b>
5100	Government Development	954,757	13,746,000	11,662,800	12,792,700	1,129,900	9.7

<sup>1</sup> Estimated FY2026 includes \$785,200 Statutory Expenditure (Expenditure on Manpower).

## Establishment List

Category/Personnel	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
<b>PARLIAMENTARY APPOINTMENTS</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
Speaker of Parliament	1	1	1	1
Deputy Speaker of Parliament	2	2	2	2
<b>PERMANENT STAFF</b>	<b>58</b>	<b>62</b>	<b>57</b>	<b>62</b>
Language Executive (Parliament) (2008)	3	3	3	3
Management Executive Scheme (2008)	38	42	39	43
Management Support Scheme (2008)	6	5	4	4
Operations Support	2	2	2	2
Parliamentary Officer Scheme (2008)	7	8	7	8
Serjeant at Arms	2	2	2	2
<b>TOTAL</b>	<b>61</b>	<b>65</b>	<b>60</b>	<b>65</b>

## FY2025 BUDGET

The revised FY2025 total expenditure of Parliament is expected to be \$59.31 million. This is an increase of \$10.71 million or 22.0% compared to the actual FY2024 total expenditure of \$48.61 million. Of the revised FY2025 total expenditure, \$47.65 million or 80.3% is for operating expenditure while \$11.66 million or 19.7% is for development expenditure.

### *Operating Expenditure*

The revised FY2025 operating expenditure of Parliament is expected to be \$47.65 million. This is similar to the actual FY2024 operating expenditure of \$47.65 million.

### *Development Expenditure*

The revised FY2025 development expenditure of Parliament is expected to be \$11.66 million. This is an increase of \$10.71 million compared to the actual FY2024 development expenditure of \$0.95 million. The increase is mainly due to security projects and office retrofitting & renovation of Parliament House.

## FY2026 BUDGET

The FY2026 total expenditure of Parliament is projected to be \$64.32 million. This is an increase of \$5.00 million or 8.4% compared to the revised FY2025 total expenditure of \$59.31 million. Of the FY2026 total expenditure, \$51.53 million or 80.1% is for operating expenditure while \$12.79 million or 19.9% is for development expenditure.

### *Operating Expenditure*

The FY2026 operating expenditure of Parliament is projected to be \$51.53 million. This is an increase of \$3.87 million or 8.1% compared to the revised FY2025 operating expenditure of \$47.65 million. The increase is mainly due to higher expenditure on manpower, ICT expenditure, security maintenance & services, and building & facilities maintenance.

### *Development Expenditure*

The FY2026 development expenditure of Parliament is projected to be \$12.79 million. This is an increase of \$1.13 million or 9.7% compared to the revised FY2025 development expenditure of \$11.66 million. The increase is mainly due to office retrofitting & renovation and repairs & restoration works of Parliament House.

## Total Expenditure by Programme

Code	Programme	Running Costs	Transfers	Operating Expenditure	Development Expenditure	Total Expenditure
		\$	\$	\$	\$	\$
F-A	Parliamentary Programme	51,140,600	384,500	51,525,100	12,792,700	64,317,800
	<b>Total</b>	<b>51,140,600</b>	<b>384,500</b>	<b>51,525,100</b>	<b>12,792,700</b>	<b>64,317,800</b>

## Development Expenditure by Project

Project Title	Total Project Cost	Actual Expenditure					
		Up to End of	Actual	Estimated	Revised	Estimated	
		FY2023	FY2024	FY2025	FY2025	FY2026	
	\$	\$	\$	\$	\$	\$	\$
<b>DEVELOPMENT EXPENDITURE</b>	...	...	954,757	13,746,000	11,662,800	12,792,700	
<i>GOVERNMENT DEVELOPMENT</i>	...	...	954,757	13,746,000	11,662,800	12,792,700	
<b>PARLIAMENTARY PROGRAMME</b>							
Counter Drone System	25,290,000	–	–	4,450,000	4,450,000	1,297,700	
Repair and Restoration Works to Blk C of Parliament House	8,423,000	–	–	2,300,000	601,600	3,998,400	
Retrofitting and Renovation of Workspaces in Parliament House	9,085,000	–	–	4,105,000	4,105,000	4,943,000	
Minor Development Projects	...	...	954,757	2,891,000	2,506,200	2,553,600	

## KEY PERFORMANCE INDICATORS

### Desired Outcomes

- Orderly and expeditious conduct of parliamentary business
- Easy and ready accessibility to official parliamentary debates and other parliamentary information
- Public awareness of the roles and functions of Parliament
- Excellence in administration of Parliament Secretariat and inter-parliamentary engagements

### Key Performance Indicators

Desired Outcome	Performance Indicator	Actual FY2023	Actual FY2024	Revised FY2025	Estimated FY2026
Orderly and expeditious conduct of parliamentary business	% of Bills circulated to Members of Parliament (MPs), Ministries and the Press within 12 hours of the Bill's introduction in Parliament <sup>1</sup>	100	100	98	98
	% of MPs' returns with "Good" and "Excellent" ratings for effectiveness of advice by Parliamentary Clerks <sup>1</sup>	100	100	90	90
	% of MPs' returns with "Good" and "Excellent" ratings for simultaneous interpretation of proceedings in a Parliament sitting <sup>1</sup>	98	100	90	90
Easy and ready accessibility to official parliamentary debates and other parliamentary information	Average time taken to circulate Written Answers to Parliamentary Questions to MPs, Ministries and the Press after the end of Question Time of a Parliament sitting (hours) <sup>1</sup>	4.0	5.3	6.0	6.0
	% of Singapore Parliament Debate Reports published on Parliament website within 7 working days <sup>2</sup> from the adjournment of a Parliament sitting <sup>3</sup>	n.a.	n.a.	90	90
Public awareness of the roles and functions of Parliament	% of participants who rated the Parliamentary Education Programme as "Good" and "Excellent" for their overall learning experience <sup>1</sup>	99	99	90	90
Excellence in administration of Parliament Secretariat and inter-parliamentary engagements	% of MPs' returns with "Good" and "Excellent" ratings for administrative and operational support during inter-parliamentary engagements <sup>3</sup>	n.a.	n.a.	90	90
	% of time the IT network is available for key systems supporting parliamentary sittings <sup>4</sup>	n.a.	n.a.	n.a.	99.9
	% of MPs' returns with "Good" and "Excellent" ratings for Parliament Secretariat services <sup>1</sup>	100	100	90	90

<sup>1</sup> Figures for these indicators are reported on a Calendar Year (CY) basis prior to FY2025.

<sup>2</sup> The 7 working days include the 3-day timeline provided to MPs to verify the draft transcript of Debate Reports (called the first copy) before publication, in accordance with Parliament's Standing Orders.

<sup>3</sup> This is a new indicator introduced from FY2025, for which there is no prior data available.

<sup>4</sup> This is a new indicator introduced from FY2026, for which there is no prior data available.



# HEAD G

## PRESIDENTIAL COUNCILS

### OVERVIEW

#### Mission Statement

To provide for honorarium payments to the Presidential Council for Minority Rights and the Presidential Council for Religious Harmony, and honorarium payments, secretarial and other administrative support services to the Council of Presidential Advisers.

#### FY2026 EXPENDITURE ESTIMATES

##### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised	FY2025
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
<b>TOTAL EXPENDITURE</b>		<b>1,231,856</b>	<b>1,672,800</b>	<b>1,342,200</b>	<b>1,724,400</b>	<b>382,200</b>	<b>28.5</b>
MAIN ESTIMATES							
<b>OPERATING EXPENDITURE</b>		<b>1,231,856</b>	<b>1,672,800</b>	<b>1,342,200</b>	<b>1,724,400</b>	<b>382,200</b>	<b>28.5</b>
<i>RUNNING COSTS</i>		1,231,856	1,672,800	1,342,200	1,724,400	382,200	28.5
<i>Expenditure on Manpower</i>		<b>793,359</b>	<b>855,800</b>	<b>835,800</b>	<b>864,300</b>	<b>28,500</b>	<b>3.4</b>
1500	Permanent Staff	469,921	492,000	492,000	500,500	8,500	1.7
1600	Temporary, Daily-Rated and Other Staff	323,438	363,800	343,800	363,800	20,000	5.8
<i>Other Operating Expenditure</i>		<b>438,497</b>	<b>817,000</b>	<b>506,400</b>	<b>860,100</b>	<b>353,700</b>	<b>69.8</b>
2100	Consumption of Products and Services	429,971	800,500	489,900	845,500	355,600	72.6
2300	Staff Development and Well-Being	–	–	–	5,600	5,600	n.a.
2300A	Manpower Development	2,078	7,500	7,500	–	(7,500)	(100.0)
2400	International and Public Relations, Communications	6,448	9,000	9,000	9,000	–	–

## Establishment List

Category/Personnel	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
<b>PERMANENT STAFF</b>	<b>5</b>	<b>6</b>	<b>2</b>	<b>2</b>
Management Executive Scheme (2008)	3	4	1	1
Management Support Scheme (2008)	1	1	1	1
Secretary, Council of Presidential Advisers	1	1	–	–
<b>TOTAL</b>	<b>5</b>	<b>6</b>	<b>2</b>	<b>2</b>

## FY2025 BUDGET

The revised FY2025 total expenditure of the Presidential Councils is expected to be \$1.34 million. This is an increase of \$0.11 million or 9.0% compared to the actual FY2024 total expenditure of \$1.23 million. The increase is mainly due to higher expenditure on manpower for the Council of Presidential Advisers Programme, the Presidential Council for Minority Rights Programme and the Presidential Council for Religious Harmony Programme, and ICT expenditure for the Council of Presidential Advisers Programme.

## FY2026 BUDGET

The FY2026 total expenditure of the Presidential Councils is projected to be \$1.72 million. This is an increase of \$0.38 million or 28.5% compared to the revised FY2025 total expenditure of \$1.34 million. The increase is mainly due to higher expenditure on manpower for the Council of Presidential Advisers Programme, the Presidential Council for Minority Rights Programme and the Presidential Council for Religious Harmony Programme, and ICT expenditure for the Council of Presidential Advisers Programme.

### ***Total Expenditure By Programmes***

#### *Council of Presidential Advisers Programme*

The provision for the Council of Presidential Advisers Programme will cover honorarium payments to the Chairman and Council members, salaries of staff manning the Secretariat, and other operating expenditure. The FY2026 operating budget for this programme is \$1.36 million or 78.9% of the total FY2026 operating expenditure.

#### *Presidential Council for Minority Rights Programme*

The provision for the Presidential Council for Minority Rights Programme will cover honorarium payments to the Chairman and Council members. The FY2026 operating budget for this programme is \$0.24 million or 13.9% of the total FY2026 operating expenditure.

#### *Presidential Council for Religious Harmony Programme*

The provision for the Presidential Council for Religious Harmony Programme will cover honorarium payments to the Chairman and Council members. The FY2026 operating budget for this programme is \$0.12 million or 7.2% of the total FY2026 operating expenditure.

### Total Expenditure by Programme

Code	Programme	Running	Operating	Development	Total
		Costs	Transfers	Expenditure	Expenditure
		\$	\$	\$	\$
G-A	Presidential Council for Minority Rights Programme	240,000	–	240,000	–
G-B	Council of Presidential Advisers Programme	1,360,600	–	1,360,600	–
G-C	Presidential Council for Religious Harmony Programme	123,800	–	123,800	–
<b>Total</b>		<b>1,724,400</b>	<b>–</b>	<b>1,724,400</b>	<b>–</b>
					<b>1,724,400</b>

## HEAD H

### PUBLIC SERVICE COMMISSION

#### OVERVIEW

##### Mission Statement

As a neutral and independent body, to safeguard the quality of public sector leadership and maintain the disciplinary standard of the Civil Service.

#### FY2026 EXPENDITURE ESTIMATES

##### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised	Revised FY2025
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
	<b>TOTAL EXPENDITURE</b>	<b>1,687,121</b>	<b>1,760,800</b>	<b>1,708,700</b>	<b>1,752,200</b>	<b>43,500</b>	<b>2.5</b>
<b>MAIN ESTIMATES</b>							
	<b>OPERATING EXPENDITURE<sup>1</sup></b>	<b>1,687,121</b>	<b>1,760,800</b>	<b>1,708,700</b>	<b>1,752,200</b>	<b>43,500</b>	<b>2.5</b>
	<i>RUNNING COSTS</i>	1,687,121	1,760,800	1,708,700	1,752,200	43,500	2.5
	<b>Expenditure on Manpower</b>	<b>1,687,121</b>	<b>1,760,800</b>	<b>1,708,700</b>	<b>1,752,200</b>	<b>43,500</b>	<b>2.5</b>
1400	Other Statutory Appointments	1,687,121	1,760,800	1,708,700	1,752,200	43,500	2.5

<sup>1</sup> Statutory Expenditure.

## Establishment List

Category/Personnel	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
<b>OTHER STATUTORY APPOINTMENTS</b>	<b>11</b>	<b>12</b>	<b>10</b>	<b>12</b>
Chairman, Public Service Commission	1	1	1	1
Deputy Chairman, Public Service Commission	1	1	1	1
Member, Public Service Commission	9	10	8	10
<b>TOTAL</b>	<b>11</b>	<b>12</b>	<b>10</b>	<b>12</b>

## **FY2025 BUDGET**

The revised FY2025 total expenditure of the Public Service Commission is expected to be \$1.71 million. This is an increase of \$0.02 million or 1.3% compared to the actual FY2024 total expenditure of \$1.69 million. The increase is mainly due to higher expenditure on manpower.

## **FY2026 BUDGET**

The FY2026 total expenditure of the Public Service Commission is projected to be \$1.75 million. This is an increase of \$0.04 million or 2.5% compared to the revised FY2025 total expenditure of \$1.71 million. The increase is mainly due to higher expenditure on manpower.

## Total Expenditure by Programme

Code	Programme	Running Costs	Transfers	Operating Expenditure	Development Expenditure	Total Expenditure
		\$	\$	\$	\$	\$
H-A	Public Service Commission Programme	1,752,200	–	1,752,200	–	1,752,200
	<b>Total</b>	<b>1,752,200</b>	<b>–</b>	<b>1,752,200</b>	<b>–</b>	<b>1,752,200</b>

Head I

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Ministry of Social and Family Development



## HEAD I

### MINISTRY OF SOCIAL AND FAMILY DEVELOPMENT

#### OVERVIEW

##### Mission Statement

To nurture:

- Resilient Individuals;
- Strong Families; and
- A Caring Society

#### FY2026 EXPENDITURE ESTIMATES

##### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
<b>TOTAL EXPENDITURE</b>		<b>4,533,799,795</b>	<b>5,468,269,200</b>	<b>5,471,657,200</b>	<b>6,071,718,100</b>	<b>600,060,900</b>	<b>11.0</b>
MAIN ESTIMATES							
<b>OPERATING EXPENDITURE</b>		<b>4,421,245,046</b>	<b>5,259,091,800</b>	<b>5,231,253,000</b>	<b>5,811,958,800</b>	<b>580,705,800</b>	<b>11.1</b>
<i>RUNNING COSTS</i>		727,071,615	869,019,300	922,240,800	1,001,154,400	78,913,600	8.6
<i>Expenditure on Manpower</i>		<b>357,998,623</b>	<b>384,703,100</b>	<b>397,567,400</b>	<b>427,620,600</b>	<b>30,053,200</b>	<b>7.6</b>
1200	Political Appointments	1,414,914	1,738,200	1,869,800	2,064,000	194,200	10.4
1500	Permanent Staff	355,692,711	382,021,400	394,772,600	424,647,100	29,874,500	7.6
1600	Temporary, Daily-Rated and Other Staff	890,999	943,500	925,000	909,500	(15,500)	(1.7)
<i>Other Operating Expenditure</i>		<b>265,076,955</b>	<b>310,253,300</b>	<b>313,256,900</b>	<b>391,573,400</b>	<b>78,316,500</b>	<b>25.0</b>
2100	Consumption of Products and Services	242,364,143	288,035,000	290,620,000	331,570,400	40,950,400	14.1
2200	Maintenance	–	–	–	40,672,400	40,672,400	n.a.
2300	Staff Development and Well-Being	–	–	–	9,020,000	9,020,000	n.a.
2300A	Manpower Development	7,734,106	8,646,200	8,474,000	–	(8,474,000)	(100.0)
2400	International and Public Relations, Communications	13,156,942	12,164,200	13,027,100	9,153,300	(3,873,800)	(29.7)
2700	Asset Acquisition	1,721,017	1,349,200	990,900	1,124,000	133,100	13.4
2800	Miscellaneous	100,747	58,700	144,900	33,300	(111,600)	(77.0)
<b>Grants, Transfers and Capital Injections</b>		<b>103,996,037</b>	<b>174,062,900</b>	<b>211,416,500</b>	<b>181,960,400</b>	<b>(29,456,100)</b>	<b>(13.9)</b>
3100	Grants and Capital Injections to Statutory Boards	71,175,835	78,814,400	99,030,100	57,005,100	(42,025,000)	(42.4)
3200	Grants and Capital Injections to Educational Institutions	29,683	–	–	–	–	n.a.
3400	Grants and Capital Injections to Others	32,790,519	95,248,500	112,386,400	124,955,300	12,568,900	11.2

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
	<i>TRANSFERS</i>	3,694,173,431	4,390,072,500	4,309,012,200	4,810,804,400	501,792,200	11.6
3500	Social Transfers to Individuals	1,810,232,055	2,255,790,000	2,184,771,100	2,246,430,000	61,658,900	2.8
3600	Transfers to Institutions and Organisations	1,883,941,376	2,134,282,500	2,124,241,100	2,564,374,400	440,133,300	20.7
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>3,901,526</b>	<b>,238,200</b>	<b>5,313,900</b>	<b>10,571,000</b>	<b>5,257,100</b>	<b>98.9</b>
4600	Loans and Advances (Disbursement)	3,901,5263	3,238,200	5,313,900	10,571,000	5,257,100	98.9
	<b>DEVELOPMENT ESTIMATES</b>						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>112,554,749</b>	<b>209,177,400</b>	<b>240,404,200</b>	<b>259,759,300</b>	<b>19,355,100</b>	<b>8.1</b>
5100	Government Development	63,815,743	90,574,900	93,912,500	136,658,600	42,746,100	45.5
5200	Grants and Capital Injections to Organisations	48,739,007	118,602,500	146,491,700	123,100,700	(23,391,000)	(16.0)

## Establishment List

Category/Personnel	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
<b>POLITICAL APPOINTMENTS</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>5</b>
Minister	2	2	2	2
Minister of State	1	1	1	2
Senior Parliamentary Secretary	1	1	1	1
<b>PERMANENT STAFF</b>	<b>2,801</b>	<b>2,872</b>	<b>2,998</b>	<b>3,100</b>
Administrative	17	16	16	15
Corporate Support	2	2	2	2
Finance Profession Scheme (2024)	1	1	1	1
Information Service (2008)	8	8	8	8
Language Executive Scheme (2008)	1	1	1	1
Legal	7	7	6	6
Management Executive Scheme (2008)	2,650	2,698	2,898	3,001
Management Support Scheme (2008)	107	131	21	21
Operations Support	8	8	8	8
Others	–	–	37	37
<b>TOTAL</b>	<b>2,805</b>	<b>2,876</b>	<b>3,002</b>	<b>3,105</b>

## FY2025 BUDGET

The revised FY2025 total expenditure of the Ministry of Social and Family Development is expected to be \$5.47 billion. This is an increase of \$937.86 million or 20.7% compared to the actual FY2024 total expenditure of \$4.53 billion. Of the revised FY2025 total expenditure, \$5.23 billion or 95.6% is for operating expenditure while \$240.40 million or 4.4% is for development expenditure.

### *Operating Expenditure*

The revised FY2025 operating expenditure of the Ministry of Social and Family Development is expected to be \$5.23 billion. This is an increase of \$810.01 million or 18.3% compared to the actual FY2024 operating expenditure of \$4.42 billion. The increase is mainly due to higher expenditure on grants and subsidies for the pre-school sector and additional support for marriage and parenthood initiatives.

### *Development Expenditure*

The revised FY2025 development expenditure of the Ministry of Social and Family Development is expected to be \$240.40 million. This is an increase of \$127.85 million or 113.6% compared to the actual FY2024 development expenditure of \$112.55 million. The increase is mainly due to the development works for the preschool sector.

### *Other Consolidated Fund Outlays*

The revised FY2025 other consolidated fund outlays of the Ministry of Social and Family Development are expected to be \$5.31 million. This is an increase of \$1.41 million or 36.2% compared to the actual FY2024 other consolidated fund outlays of \$3.90 million. The increase is mainly to meet expenditure for recoverable project expenses before reimbursement of funding from external parties.

## FY2026 BUDGET

The FY2026 total expenditure of the Ministry of Social and Family Development is projected to be \$6.07 billion. This is an increase of \$600.06 million or 11.0% compared to the revised FY2025 total expenditure of \$5.47 billion. Of the FY2026 total expenditure, \$5.81 billion or 95.7% is for operating expenditure while \$259.76 million or 4.3% is for development expenditure.

### *Operating Expenditure*

The FY2026 operating expenditure of the Ministry of Social and Family Development is projected to be \$5.81 billion. This is an increase of \$580.71 million or 11.1% compared to the revised FY2025 operating expenditure of \$5.23 billion. The increase is mainly due to higher expenditure on grants and subsidies for the pre-school sector and additional support for marriage and parenthood initiatives.

### *Development Expenditure*

The FY2026 development expenditure of the Ministry of Social and Family Development is projected to be \$259.76 million. This is an increase of \$19.36 million or 8.1% compared to the revised FY2025 development expenditure of \$240.40 million. The increase is mainly due to relocation of Adult Disability Homes and Day Activity Centres and the building refurbishment project for the Registries of Civil and Muslim Marriages.

## ***Total Expenditure by Programmes***

### *Family and Child Development Programme*

The Family and Child Development Programme supports marriage and parenthood initiatives and the provision of affordable, accessible and quality early childhood services. It also includes services to enhance family resilience as well as support persons with disabilities and their caregivers. The FY2026 operating budget for this programme is \$4.53 billion or 78.0% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$117.22 million or 45.1% of the total FY2026 development expenditure.

### *Corporate Services Programme*

The Corporate Services Programme involves the setting of strategic directions, provision of central management and administration services, and efforts to support the transformation of MSF as a capable, adaptive and trusted organisation. It also includes facilities management and grant administration of MSF-funded programmes, as well as initiatives to improve processes and raise productivity. The FY2026 operating budget for this programme is \$610.12 million or 10.5% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$132.72 million or 51.1% of the total FY2026 development expenditure.

### *Social Support, Rehabilitation and Protection Programme*

The Social Support, Rehabilitation and Protection Programme covers funding for the delivery of services to support lower-income families achieve stability, self-reliance and social mobility, as well as families experiencing domestic violence, vulnerable individuals, youth offenders and youth-at-risk of offending. The budget also includes the provision of social assistance to lower-income Singaporeans. The FY2026 operating budget for this programme is \$385.33 million or 6.6% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$9.82 million or 3.8% of the total FY2026 development expenditure.

### *Sector Partnership and Development Programme*

The Sector Partnership and Development Programme aims to build a strong social service sector and a caring community by ensuring well-planned and sustainable services, a sustainable and skilled workforce, future-ready Social Service Agencies (SSAs) that deliver effective social services, and a well-resourced sector with active and sustainable contributions from the community. The FY2026 operating budget for this programme is \$281.85 million or 4.8% of the total FY2026 operating expenditure.

### ***Other Consolidated Fund Outlays***

The FY2026 other consolidated fund outlays of the Ministry of Social and Family Development are projected to be \$10.57 million. This is an increase of \$5.26 million or 98.9% compared to the revised FY2025 other consolidated fund outlays of \$5.31 million. The increase is mainly to meet expenditure for recoverable project expenses before reimbursement of funding from external parties.

## Total Expenditure by Programme

Code	Programme	Running		Operating		Development		Total
		Costs	Transfers	Expenditure	Expenditure	Expenditure	Expenditure	
		\$	\$	\$	\$	\$	\$	\$
I-A	Corporate Services Programme	341,399,700	268,716,800	610,116,500	132,716,100	742,832,600		
I-G	Family and Child Development Programme	288,577,600	4,246,086,500	4,534,664,100	117,221,100	4,651,885,200		
I-H	Social Support, Rehabilitation and Protection Programme	295,746,300	89,584,000	385,330,300	9,822,100	395,152,400		
I-I	Sector Partnership and Development Programme	75,430,800	206,417,100	281,847,900	–	281,847,900		
<b>Total</b>		<b>1,001,154,400</b>	<b>4,810,804,400</b>	<b>5,811,958,800</b>	<b>259,759,300</b>	<b>6,071,718,100</b>		

## Development Expenditure by Project

Project Title	Actual							
	Total Project Cost	Expenditure		Actual FY2024	Estimated FY2025	Revised FY2025		
		\$	\$					
<b>DEVELOPMENT EXPENDITURE</b>								
GOVERNMENT DEVELOPMENT	...	...	...	112,554,749	209,177,400	240,404,200	259,759,300	
<b>CORPORATE SERVICES PROGRAMME</b>								
Development of 5 New and 1 Replacement Centres for Early Intervention Programme for Infants and Children	1,872,100	–	38,029	500,000	500,000	279,600		
Registry of Civil and Muslim Marriages Building Refurbishment Project	43,205,400	–	2,188,553	1,000,000	2,000,400	7,500,000		
Further Development of Singapore Boys' Home	62,390,100	–	2,098,938	25,181,000	23,206,400	26,250,000		
Expansion of Care Corner Project StART at Family Violence Specialist Centre	1,149,000	–	24,801	660,000	658,200	–		
Development of 5 New Family Service Centres	5,213,700	–	68,738	2,194,300	883,200	933,700		
Premises for Family Service Centres and Families for Life Community Agencies	12,448,300	–	1,796,943	4,024,800	2,304,800	3,223,800		
Development of Social Service Sector ICT (Phase 3)	60,082,600	–	22,801,275	8,238,100	18,260,100	14,910,500		
Relocation of Adult Disability Home at MacPherson and Day Activity Centre at Geylang Bahru	53,300,000	–	561,766	1,250,000	1,321,700	8,555,000		
Relocation of Family Life Group to CPF Building at Bishan	6,436,600	–	2,408,446	1,978,200	1,800,700	100,000		
Relocation of Social Service Office and Family Service Centre Backend Offices at Kreta Ayer to Kreta Ayer Community Centre	1,141,800	–	178,246	709,800	361,100	64,000		
Development of Social Service Office at Kreta Ayer and Bukit Merah for ComLink and Regional Services Team	281,200	–	–	201,200	163,300	117,900		
Development of Social Service Office at Tampines, Pasir Ris and Punggol for ComLink and Regional Services Team	1,717,820	–	–	150,000	51,200	470,000		
Future Workplace Renovation for MSF and Singapore Labour Foundation Building	49,800,000	–	93,789	6,000,000	6,000,000	10,600,000		
Preparatory Works for MSF's Relocation	3,300,000	–	404,112	–	218,200	500,000		
Expansion of Office Space for Social Service Offices at Boon Lay and Taman Jurong	595,000	–	–	–	150,000	445,000		
Relocation of ComLink+ and Regional Services Office at Hougang, Serangoon and Sengkang	1,560,000	–	–	–	57,000	1,494,900		
Development of CaseCentral (Phase 2)	18,107,600	–	–	–	2,239,900	6,052,700		

Project Title	Total Project Cost	Actual Expenditure					
		Up to End of FY2023	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026	
		\$	\$	\$	\$	\$	\$
Relocation of HEART@Fei Yue Child Protection Specialist Centre	573,000	–	–	–	23,000	20,000	
Development of Day Activity Centre and Sheltered Workshops at Maitri Building	13,300,000	–	–	–	–	100,000	
Renovation and Expansion of Day Activity Centres and Sheltered Workshops for Enabling Skills for Life Programme Proof-of-Concept	2,789,000	–	–	–	–	1,050,000	
Relocation of Social Service Office at Pasir Ris to Pasir Ris East Community Building	448,400	–	–	–	–	403,600	
Minor Development Projects	...	...	3,537,020	5,091,200	6,054,200	4,456,800	
New Projects	...	...	–	8,655,400	–	44,599,500	
Completed Projects	...	...	6,455,104	2,520,600	5,075,800	–	
<b>FAMILY AND CHILD DEVELOPMENT PROGRAMME</b>							
Redevelopment of the Families for Life Portal	8,473,000	3,601,657	2,452,997	1,786,000	1,477,100	500,000	
Pre-Planning and Support Services for Families and Persons without Mental Capacity	5,045,180	–	1,727,226	1,029,600	3,075,400	178,000	
Development of Early Intervention Centres	3,475,200	–	–	–	–	181,500	
Completed Projects	...	...	4,933,936	9,041,300	6,972,900	–	
<b>SOCIAL SUPPORT, REHABILITATION AND PROTECTION PROGRAMME</b>							
Expansion of the GatherSG – Case Connect System and Development of Other Related Systems to Support ComLink+ Operations	16,908,600	–	5,434,572	5,639,300	5,639,400	3,672,100	
Completed Projects	...	...	6,611,255	4,724,100	5,418,500	–	
<b>GRANTS &amp; CAPITAL INJECTIONS TO ORGANISATIONS</b>							
	...	...	48,739,007	118,602,500	146,491,700	123,100,700	
<b>CORPORATE SERVICES PROGRAMME</b>							
Development of 5 New and 1 Replacement Centres for Early Intervention Programme for Infants and Children	1,872,100	–	43,169	–	–	125,100	
Expansion of Care Corner Project StART at Family Violence Specialist Centre	1,149,000	–	–	–	–	50,000	
Premises for Family Service Centres and Families for Life Community Agencies	12,448,300	–	–	–	173,500	349,000	
Relocation of Adult Disability Home at MacPherson and Day Activity Centre at Geylang Bahru	53,300,000	–	–	–	–	65,000	
New Projects	...	...	–	71,218,100	–	–	
Completed Projects	...	...	1,003,244	113,500	369,500	–	
<b>FAMILY AND CHILD DEVELOPMENT PROGRAMME</b>							
Development of Early Intervention Centres	3,475,200	–	1,424,421	783,900	–	573,500	
Development of Preschools by Anchor Operators under Master Plan 3B	199,800,000	–	13,386,296	45,000,000	44,614,300	39,400,000	
Development Start-up Grant for the Childminding Pilot for Infants	126,800	–	–	–	42,700	84,100	
Development of 2 Assistive Technology Centres	544,400	–	–	–	272,200	272,200	
Development of Inclusive Support Programme Preschool Places Phase 1	11,592,490	–	–	–	–	62,700	
Expansion of SG Enable Office and Infrastructure Improvements to Enabling Village	4,969,400	–	–	–	2,474,700	2,361,600	

Project Title	Total Project Cost	Actual Expenditure					Revised FY2025	Estimated FY2026
		Up to End of FY2023		Actual FY2024	Estimated FY2025			
		\$	\$	\$	\$			
Development of Preschool Places under Anchor Operator Scheme 3.0 - Preschool Master Plan 4	600,580,000	–	–	–	–	71,000,000	73,607,500	
Completed Projects	...	...	32,881,876	1,487,000	2,029,700			–
<b>SOCIAL SUPPORT, REHABILITATION AND PROTECTION PROGRAMME</b>								
Transition Support Package under Social Residential Homes Act	33,825,000	–	–	–	–	25,515,100	6,150,000	

## KEY PERFORMANCE INDICATORS

### Desired Outcomes

- Resilient Individuals
  - Stability and social mobility for lower-income families
  - Social stability of youth
- Strong Families
  - Strong marriages, resilient families
  - Holistic child outcomes
  - Self-reliance and social participation of Persons with Disabilities (PwDs) and their families
- A Caring Society
  - Community ownership and sustainable funding

### Key Performance Indicators

Desired Outcome	Performance Indicator	Actual FY2023	Actual FY2024	Revised FY2025 <sup>1</sup>	Estimated FY2026
<b>Resilient Individuals</b>					
Stability and social mobility for lower-income families	% of citizen households that receive social assistance <sup>2</sup>	2.6	2.3	2.1 <sup>3</sup>	3.1
Social stability of youth	Offending rates of persons aged below 21 years per 1,000 youths <sup>4,5</sup>	4.9	4.8	5.1	<4.9
<b>Strong Families</b>					
Strong marriages, resilient families	Cumulative proportion of dissolved resident marriages before 10 <sup>th</sup> anniversary (%) <sup>6</sup>	14.4	13.5 <sup>7</sup>	14.0	<15.0
Holistic child outcomes	Cohort Enrolment Rate (CER) of Singapore Citizen children aged 3 to 6 (%)	92.5 <sup>8</sup>	91.7 <sup>9</sup>	91.1	92.0
Self-reliance and social participation <sup>10</sup> of PwDs and their families	Resident employment rate of PwDs aged 15 to 64 years old (%) <sup>11,12</sup>	32.7	33.6 <sup>13</sup>	34.7 <sup>14</sup>	35.0

<sup>1</sup> Figures reported in this column are estimates unless otherwise stated.

<sup>2</sup> This indicator represents the proportion of the citizen household population that was assisted on ComCare Short-to-Medium-Term Assistance (SMTA), ComCare Long-Term Assistance (LTA), ComCare Student Care Fee Assistance (SCFA), and/or Home Ownership Plus Education (HOPE) scheme in each FY. The count of citizen households (i.e., the denominator) is as at end-June of each reference year, as provided by the Department of Statistics (DOS).

<sup>3</sup> As the actual number of unique citizen households that received social assistance in FY2025 and the count of citizen households in 2025 were not available at time of publication, the proportion of citizen households that receive social assistance in FY2025 was derived by estimating the number of unique citizen households that will receive social assistance in FY2025 divided by the count of citizen households at end-June 2024.

<sup>4</sup> Calculated by MSF based on DOS's population numbers and SPF's data. It refers to number of youths aged 10 to below 21 years who were arrested in the specified year (Singapore residents and non-residents), for every 1,000 Singapore residents and non-residents aged 10 to below 21 in that year.

<sup>5</sup> This indicator has been reworded from "Proportion of below-21s who have committed a criminal offence" in the FY2025 Revenue and Expenditure Estimates, to align with MSF's Supporting Youth Rehabilitation Trends Report. The computation formula remains the same.

<sup>6</sup> This indicator has been reworded from "Cohort dissolution rate before the 10<sup>th</sup> anniversary by yearly cohort" in the FY2025 Revenue and Expenditure Estimates, to align with MSF's Family Trends Report. The computation formula remains the same.

<sup>7</sup> The FY2024 figure has been updated from the preliminary figures reported in FY2025 Revenue and Expenditure Estimates.

<sup>8</sup> The FY2023 figure has been updated from the preliminary figures reported in FY2025 Revenue and Expenditure Estimates.

<sup>9</sup> The FY2024 figure is preliminary. Actual figures will be available in 2026.

<sup>10</sup> This desired outcome has been reworded from "Self-reliance and social inclusion of PwDs and their families" to emphasise active engagement and meaningful involvement in community life, rather than simply being included or accommodated.

<sup>11</sup> The rate is from MOM's Comprehensive Labour Force Survey. The two-year moving average is reported to smoothen out year-on-year fluctuations due to the relatively small number of PwDs. The two-year moving average for each FY is calculated based on the average for the corresponding CY and preceding CY (e.g., data presented for FY2025 is the two-year average for CY2025 and CY2024).

<sup>12</sup> This indicator has been reworded from "Employment rate of resident PwDs aged 15 to 64" in the FY2025 Revenue and Expenditure Estimates, to align with MSF's Disability Trends Report. The computation formula remains the same.

<sup>13</sup> The FY2024 figure has been updated from the preliminary figures reported in FY2025 Revenue and Expenditure Estimates.

<sup>14</sup> The FY2025 figure indicated is the actual achievement for FY2025.

Desired Outcome	Performance Indicator	Actual FY2023	Actual FY2024	Revised FY2025 <sup>1</sup>	Estimated FY2026
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### A Caring Society

Community ownership and sustainable funding	Total no. of volunteer hours (millions)	1.6 <sup>15</sup>	2.7 <sup>16</sup>	2.9	3.1
	Total annual donation receipts to the social sector (\$ million) <sup>17</sup>	566.6	575.4 <sup>18</sup>	627.1	602.8

<sup>15</sup> The data source for this indicator was the Social Service Sector Survey on Volunteer Management (SSSSVM) up till 2023.

<sup>16</sup> The data source for this indicator from FY2024 onwards is the NCSS Membership Renewal Survey, which has replaced the SSSSVM.

<sup>17</sup> The figures are referenced from the MCCY Charity Unit Annual Report.

<sup>18</sup> The FY2024 figure is projected. Actual figure will be available in the Commissioner of Charities FY2024 Report.

Head J

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Ministry of Defence



## HEAD J

### MINISTRY OF DEFENCE

#### OVERVIEW

##### Mission Statement

The mission of the Ministry of Defence and the Singapore Armed Forces (SAF) is to enhance Singapore's peace and security through deterrence and diplomacy, and should these fail, to secure a swift and decisive victory over the aggressor.

To achieve this mission, we will build and maintain an operationally ready SAF that safeguards Singapore's territorial integrity and sovereignty, and defends against the broad range of threats to national security. We will foster a strong network of international partnerships to bolster regional stability and uphold the international rules-based order. We will rally the Singaporean public to play a part in building a strong, secure, and cohesive nation.

#### FY2026 EXPENDITURE ESTIMATES

##### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
<b>TOTAL EXPENDITURE</b>		<b>20,810,134,979</b>	<b>23,440,326,800</b>	<b>23,440,326,800</b>	<b>24,933,880,000</b>	<b>1,493,553,200</b>	<b>6.4</b>
MAIN ESTIMATES							
	<b>OPERATING EXPENDITURE</b>	<b>19,844,750,569</b>	<b>22,076,844,000</b>	<b>22,076,844,000</b>	<b>23,315,060,400</b>	<b>1,238,216,400</b>	<b>5.6</b>
	<i>RUNNING COSTS</i>	19,833,334,582	22,061,590,400	22,063,730,200	23,315,060,400	1,251,330,200	5.7
	<i>Expenditure on Manpower</i>	<b>21,840,823</b>	<b>17,792,400</b>	<b>20,719,600</b>	<b>20,772,400</b>	<b>52,800</b>	<b>0.3</b>
1200	Political Appointments	2,022,995	2,459,400	2,459,400	2,459,400	–	–
1500	Permanent Staff	19,817,827	15,333,000	18,193,000	18,193,000	–	–
1600	Temporary, Daily-Rated and Other Staff	–	–	67,200	120,000	52,800	78.6
	<i>Other Operating Expenditure</i>	<b>19,811,493,759</b>	<b>22,043,798,000</b>	<b>22,043,010,600</b>	<b>23,294,288,000</b>	<b>1,251,277,400</b>	<b>5.7</b>
2100	Consumption of Products and Services	25,366,123	35,417,500	26,693,500	20,803,500	(5,890,000)	(22.1)
2300	Staff Development and Well-Being	–	–	–	155,000	155,000	n.a.
2300A	Manpower Development	83,378	166,000	155,000	–	(155,000)	(100.0)
2400	International and Public Relations, Communications	4,097	20,500	17,200	19,500	2,300	13.4
2800	Miscellaneous	–	2,000,000	2,000,000	2,000,000	–	–
2900	Military Expenditure	19,786,040,161	22,006,194,000	22,014,144,900	23,271,310,000	1,257,165,100	5.7
	<i>TRANSFERS</i>	11,415,987	15,253,600	13,113,800	–	(13,113,800)	(100.0)
3600	Transfers to Institutions and Organisations	11,415,987	15,253,600	13,113,800	–	(13,113,800)	(100.0)

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>7,477,547</b>	<b>22,746,500</b>	<b>22,746,500</b>	<b>28,437,200</b>	<b>5,690,700</b>	<b>25.0</b>
4600	Loans and Advances (Disbursement)	7,477,547	22,746,500	22,746,500	28,437,200	5,690,700	25.0
DEVELOPMENT ESTIMATES							
	<b>DEVELOPMENT EXPENDITURE</b>	<b>965,384,410</b>	<b>1,363,482,800</b>	<b>1,363,482,800</b>	<b>1,618,819,600</b>	<b>255,336,800</b>	<b>18.7</b>
5100	Government Development	965,384,410	1,363,482,800	1,363,482,800	1,618,819,600	255,336,800	18.7
	<b>OTHER DEVELOPMENT FUND OUTLAYS</b>	<b>534,999,695</b>	<b>863,000,000</b>	<b>863,000,000</b>	<b>835,900,000</b>	<b>(27,100,000)</b>	<b>(3.1)</b>
5500	Land-Related Expenditure	534,999,695	863,000,000	863,000,000	835,900,000	(27,100,000)	(3.1)

## Establishment List

Category/Personnel	Actual	Estimated	Revised	Estimated
	FY2024	FY2025	FY2025	FY2026
<b>POLITICAL APPOINTMENTS</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
Minister	1	1	1	1
Senior Minister of State	2	2	1	1
Minister of State	–	–	1	1
<b>PERMANENT STAFF</b>	<b>279</b>	<b>279</b>	<b>70</b>	<b>70</b>
Administrative	12	12	6	6
Education Service (2008)	10	10	4	4
Finance Profession Scheme (2024)	–	–	5	5
Language Executive Scheme (2008)	1	1	–	–
Legal	17	17	15	15
Management Executive Scheme (2008)	185	185	28	28
Management Support Scheme (2008)	54	54	9	9
Others	–	–	3	3
<b>TOTAL</b>	<b>282</b>	<b>282</b>	<b>73</b>	<b>73</b>

## FY2025 BUDGET

The revised FY2025 total expenditure of the Ministry of Defence is expected to be \$23.44 billion. This is an increase of \$2.63 billion or 12.6% compared to the actual FY2024 total expenditure of \$20.81 billion. Of the revised FY2025 total expenditure, \$22.08 billion or 94.2% is for operating expenditure while \$1.36 billion or 5.8% is for development expenditure.

### *Operating Expenditure*

The revised FY2025 operating expenditure of the Ministry of Defence is expected to be \$22.08 billion. This is an increase of \$2.23 billion or 11.2% compared to the actual FY2024 operating expenditure of \$19.84 billion. The increase is mainly due to planned military expenditure.

### *Development Expenditure*

The revised FY2025 development expenditure of the Ministry of Defence is expected to be \$1.36 billion. This is an increase of \$398.10 million or 41.2% compared to the actual FY2024 development expenditure of \$965.38 million. The increase is mainly due to planned construction projects.

### *Other Consolidated Fund Outlays*

The revised FY2025 other consolidated fund outlays of the Ministry of Defence are expected to be \$22.75 million. This is an increase of \$15.27 million or 204.2% compared to the actual FY2024 other consolidated fund outlays of \$7.48 million. The increase is mainly due to advance disbursements to meet operational requirements.

### *Other Development Fund Outlays*

The revised FY2025 other development fund outlays of the Ministry of Defence are expected to be \$863.00 million. This is an increase of \$328.00 million or 61.3% compared to the actual FY2024 other development fund outlays of \$535.00 million. The increase is mainly due to higher infrastructure development requirements to make land available for development needs.

## FY2026 BUDGET

The FY2026 total expenditure of the Ministry of Defence is projected to be \$24.93 billion. This is an increase of \$1.49 billion or 6.4% compared to the revised FY2025 total expenditure of \$23.44 billion. Of the FY2026 total expenditure, \$23.32 billion or 93.5% is for operating expenditure while \$1.62 billion or 6.5% is for development expenditure.

### *Operating Expenditure*

The FY2026 operating expenditure of the Ministry of Defence is projected to be \$23.32 billion. This is an increase of \$1.24 billion or 5.6% compared to the revised FY2025 operating expenditure of \$22.08 billion. The increase is mainly due to planned military expenditure.

### *Development Expenditure*

The FY2026 development expenditure of the Ministry of Defence is projected to be \$1.62 billion. This is an increase of \$255.34 million or 18.7% compared to the revised FY2025 development expenditure of \$1.36 billion. The increase is mainly due to planned construction projects.

### ***Other Consolidated Fund Outlays***

The FY2026 other consolidated fund outlays of the Ministry of Defence are projected to be \$28.44 million. This is an increase of \$5.69 million or 25.0% compared to the revised FY2025 other consolidated fund outlays of \$22.75 million. The increase is mainly due to advance disbursements to meet operational requirements.

### ***Other Development Fund Outlays***

The FY2026 other development fund outlays of the Ministry of Defence are projected to be \$835.90 million. This is a decrease of \$27.10 million or 3.1% compared to the revised FY2025 other development fund outlays of \$863.00 million. The decrease is mainly due to lower infrastructure development requirements.

## Total Expenditure by Programme

Code	Programme	Running Costs	Transfers	Operating Expenditure	Development Expenditure	Total Expenditure
		\$	\$	\$	\$	\$
J-A	National Defence Programme	23,315,060,400	–	23,315,060,400	1,618,819,600	24,933,880,000
	<b>Total</b>	<b>23,315,060,400</b>	<b>–</b>	<b>23,315,060,400</b>	<b>1,618,819,600</b>	<b>24,933,880,000</b>

## Development Expenditure by Project

Project Title	Total Project Cost	Actual Expenditure					
		Up to End of	Actual	Estimated	Revised	Estimated	
		FY2023	FY2024	FY2025	FY2025	FY2026	
	\$	\$	\$	\$	\$	\$	\$
<b>DEVELOPMENT EXPENDITURE</b>	...	...	965,384,410	1,363,482,800	1,363,482,800	1,363,482,800	1,618,819,600
<i>GOVERNMENT DEVELOPMENT</i>	...	...	965,384,410	1,363,482,800	1,363,482,800	1,363,482,800	1,618,819,600
<b>NATIONAL DEFENCE PROGRAMME</b>							
Armed Forces	...	...	965,384,410	1,363,482,800	1,363,482,800	1,363,482,800	1,618,819,600

## Other Development Fund Outlays

Project Title	Total Project Cost	Actual Expenditure					
		Up to End of	Actual	Estimated	Revised	Estimated	
		FY2023	FY2024	FY2025	FY2025	FY2026	
	\$	\$	\$	\$	\$	\$	\$
<b>OTHER DEVELOPMENT FUND OUTLAYS</b>	...	...	534,999,695	863,000,000	863,000,000	863,000,000	835,900,000
<i>LAND-RELATED EXPENDITURE</i>	...	...	534,999,695	863,000,000	863,000,000	863,000,000	835,900,000
<b>NATIONAL DEFENCE PROGRAMME</b>							
Armed Forces	...	...	534,999,695	863,000,000	863,000,000	863,000,000	835,900,000

## KEY PERFORMANCE INDICATORS

### Desired Outcomes

- An operationally ready and forward-looking SAF
- A strong network of defence partnerships
- A society that is committed to National Service and Total Defence

### Key Performance Indicators

Desired Outcome	Performance Indicator	Actual FY2023	Actual FY2024	Revised FY2025	Estimated FY2026
An operationally ready and forward-looking SAF	No. of National Service mobilisation and civil resource requisition exercises conducted	>25	>25	>25	>25
	Turnout rate for National Service mobilisation and civil resource requisition exercises (%)	>85	>85	>85	>85
A society that is committed to National Service and Total Defence	% of public polled who agreed with "I will play my part in Singapore's Total Defence even if it means some form of personal sacrifice (e.g., time, money, injuries)."	>85	>85	>85	>85
A strong network of defence partnerships	Maintained a strong network of defence partnerships	Strengthened defence partnerships through sustained dialogues and close engagement with regional and global counterparts. Advanced regional cyber cooperation under the ASEAN Defence Ministers' Meeting Cybersecurity and Information Centre of Excellence.	Strengthened defence partnerships with key partners, including the implementation of the Defence Cooperation Agreement with Indonesia. Expanded technology collaboration with international partners. Contributed to international efforts such as Operation Prosperity Guardian and the delivery of humanitarian aid to Gaza.	Strengthened defence cooperation with key partners, including enhanced training access and technology collaboration with Australia under the Memorandum of Understanding. Deepened multilateral engagement including through the Five Power Defence Arrangements and advanced practical cooperation at the ASEAN Defence Ministers' Meeting.	We will continue to strengthen defence ties with close and like-minded partners, cultivate new partnerships to address emerging challenges, and uphold international rules and norms. We will continue supporting constructive dialogue and pursuing practical cooperation that reinforces regional stability.



Head K

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Ministry of Education



## 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.

#### FY2026 EXPENDITURE ESTIMATES

##### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised	Revised FY2025	
		FY2024	FY2025	FY2025	FY2026			
		\$	\$	\$	\$	\$	%	
<b>TOTAL EXPENDITURE</b>		<b>14,430,084,067</b>	<b>15,300,000,000</b>	<b>15,125,000,000</b>	<b>16,450,000,000</b>	<b>1,325,000,000</b>	<b>8.8</b>	
<b>MAIN ESTIMATES</b>								
<b>OPERATING EXPENDITURE</b>		<b>13,987,439,105</b>	<b>14,448,000,000</b>	<b>14,402,000,000</b>	<b>15,265,000,000</b>	<b>863,000,000</b>	<b>6.0</b>	
<i>RUNNING COSTS</i>		9,632,857,572	9,996,625,100	9,965,310,400	13,400,494,500	3,435,184,100	34.5	
<i>Expenditure on Manpower</i>		<b>4,594,911,136</b>	<b>4,760,371,200</b>	<b>4,751,904,400</b>	<b>5,257,891,400</b>	<b>505,987,000</b>	<b>10.6</b>	
1200	Political Appointments	1,929,748	3,104,500	3,075,800	3,105,900	30,100	1.0	
1500	Permanent Staff	4,344,447,040	4,502,489,800	4,472,440,600	4,978,057,800	505,617,200	11.3	
1600	Temporary, Daily-Rated and Other Staff	248,534,348	254,776,900	276,388,000	276,727,700	339,700	0.1	
<i>Other Operating Expenditure</i>		<b>994,537,942</b>	<b>1,070,948,100</b>	<b>1,061,597,700</b>	<b>1,222,549,500</b>	<b>160,951,800</b>	<b>15.2</b>	
2100	Consumption of Products and Services	820,483,725	901,342,700	878,808,300	1,008,241,000	129,432,700	14.7	
2200	Maintenance	—	—	—	44,161,500	44,161,500	n.a.	
2300	Staff Development and Well-Being	—	—	—	96,235,900	96,235,900	n.a.	
2300A	Manpower Development	90,032,308	94,389,200	96,354,700	—	(96,354,700)	(100.0)	
2400	International and Public Relations, Communications	12,975,595	9,908,900	14,145,400	2,154,900	(11,990,500)	(84.8)	
2700	Asset Acquisition	68,306,778	61,731,100	68,478,500	67,189,200	(1,289,300)	(1.9)	
2800	Miscellaneous	2,739,536	3,576,200	3,810,800	4,567,000	756,200	19.8	
<b>Grants, Transfers and Capital Injections</b>		<b>4,043,408,495</b>	<b>4,165,305,800</b>	<b>4,151,808,300</b>	<b>6,920,053,600</b>	<b>2,768,245,300</b>	<b>66.7</b>	
3100	Grants and Capital Injections to Statutory Boards	312,041,414	325,062,400	329,517,600	2,166,937,900	1,837,420,300	557.6	
3200	Grants and Capital Injections to Educational Institutions	3,721,320,781	3,829,869,600	3,811,511,200	4,736,388,200	924,877,000	24.3	
3400	Grants and Capital Injections to Others	10,046,300	10,373,800	10,779,500	16,727,500	5,948,000	55.2	
<b>TRANSFERS</b>		<b>4,354,581,533</b>	<b>4,451,374,900</b>	<b>4,436,689,600</b>	<b>1,864,505,500</b>	<b>(2,572,184,100)</b>	<b>(58.0)</b>	
3500	Social Transfers to Individuals	463,999,910	531,332,200	532,058,500	615,138,500	83,080,000	15.6	
3600	Transfers to Institutions and Organisations	3,889,015,431	3,918,492,000	3,903,104,400	1,247,947,600	(2,655,156,800)	(68.0)	

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	\$	%
		FY2024	FY2025	FY2025	FY2026			
		\$	\$	\$	\$	\$	\$	%
3800	International Organisations and Overseas Development Assistance	1,566,192	1,550,700	1,526,700	1,419,400	(107,300)	(7.0)	
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>196,213,772</b>	<b>199,939,200</b>	<b>197,745,200</b>	<b>208,381,200</b>	<b>10,636,000</b>	<b>5.4</b>	
4600	Loans and Advances (Disbursement)	196,213,772	199,939,200	197,745,200	208,381,200	10,636,000	5.4	
	<b>DEVELOPMENT ESTIMATES</b>							
	<b>DEVELOPMENT EXPENDITURE</b>	<b>442,644,962</b>	<b>852,000,000</b>	<b>723,000,000</b>	<b>1,185,000,000</b>	<b>462,000,000</b>	<b>63.9</b>	
5100	Government Development	337,566,860	658,778,800	527,534,700	742,801,900	215,267,200	40.8	
5200	Grants and Capital Injections to Organisations	105,078,103	193,221,200	195,465,300	442,198,100	246,732,800	126.2	

## Establishment List

Category/Personnel	Actual	Estimated	Revised	Estimated
	FY2024	FY2025	FY2025	FY2026
<b>POLITICAL APPOINTMENTS</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>5</b>
Minister	2	2	1	1
Senior Minister of State	–	–	2	2
Minister of State	1	1	1	1
Senior Parliamentary Secretary	1	1	–	1
<b>PERMANENT STAFF</b>	<b>38,784</b>	<b>39,130</b>	<b>39,386</b>	<b>40,079</b>
Administrative	13	21	16	16
Allied Educators Scheme	1,140	1,277	1,194	1,259
Corporate Support	720	831	704	774
Education Service (2008)	30,882	30,460	31,173	31,353
Estate Maintenance	3	3	3	3
Finance Profession Scheme (2024)	2	3	2	2
Information Service (2008)	2	2	2	2
Legal	6	8	7	7
Management Executive Scheme (2008)	2,079	2,262	2,218	2,332
Management Support Scheme (2008)	1,116	1,260	1,111	1,259
Management Support Scheme (Language Officer)	1	2	1	1
Mechanical Support	1	1	1	1
MOE Kindergarten Educators	896	967	991	1,062
Operations Support	1,417	1,480	1,426	1,462
Others	–	–	28	28
Shorthand Writers	18	28	16	16
Statistician (Trade & Industry) (2008)	1	1	1	1
Technical Support Scheme (2008)	487	524	492	501
<b>OTHERS</b>	<b>1,712</b>	<b>1,710</b>	<b>1,758</b>	<b>1,759</b>
Government-Aided Schools (Teaching Staff)	149	147	136	137
Government-Aided Schools (Non-teaching Staff)	1,563	1,563	1,622	1,622
<b>TOTAL</b>	<b>40,500</b>	<b>40,844</b>	<b>41,148</b>	<b>41,843</b>

## FY2025 BUDGET

The revised FY2025 total expenditure of the Ministry of Education is expected to be \$15.13 billion. This is an increase of \$694.92 million or 4.8% compared to the actual FY2024 total expenditure of \$14.43 billion. Of the revised FY2025 total expenditure, \$14.40 billion or 95.2% is for operating expenditure while \$723.00 million or 4.8% is for development expenditure.

### *Operating Expenditure*

The revised FY2025 operating expenditure of the Ministry of Education is expected to be \$14.40 billion. This is an increase of \$414.56 million or 3.0% compared to the actual FY2024 operating expenditure of \$13.99 billion. The increase is mainly due to higher cashflow requirements for school operations, as well as annual cost adjustments and bonuses.

### *Development Expenditure*

The revised FY2025 development expenditure of the Ministry of Education is expected to be \$723.00 million. This is an increase of \$280.36 million or 63.3% compared to the actual FY2024 development expenditure of \$442.64 million. The increase is mainly due to higher cashflow requirements for building projects for schools, as well as the development of the New Science Centre.

### *Other Consolidated Fund Outlays*

The revised FY2025 other consolidated fund outlays of the Ministry of Education are expected to be \$197.75 million. This is an increase of \$1.53 million or 0.8% compared to the actual FY2024 other consolidated fund outlays of \$196.21 million. The increase is mainly due to higher tuition fee loans to students in Polytechnics and the Autonomous Universities.

## FY2026 BUDGET

The FY2026 total expenditure of the Ministry of Education is projected to be \$16.45 billion. This is an increase of \$1.33 billion or 8.8% compared to the revised FY2025 total expenditure of \$15.13 billion. Of the FY2026 total expenditure, \$15.26 billion or 92.8% is for operating expenditure while \$1.19 billion or 7.2% is for development expenditure.

### *Operating Expenditure*

The FY2026 operating expenditure of the Ministry of Education is projected to be \$15.27 billion. This is an increase of \$863.00 million or 6.0% compared to the revised FY2025 operating expenditure of \$14.40 billion. The increase is mainly due to higher manpower-related cost, in view of projected increase in the recruitment of educators to strengthen the teaching fraternity, initiatives to improve the quality of education and school facilities, and annual cost adjustments.

### *Development Expenditure*

The FY2026 development expenditure of the Ministry of Education is projected to be \$1.19 billion. This is an increase of \$462.00 million or 63.9% compared to the revised FY2025 development expenditure of \$723.00 million. The increase is mainly due to school building projects, and provisions for the ongoing development of the New Science Centre.

## ***Total Expenditure by Programmes***

### *Government Schools and Junior Colleges Programme*

The Government Schools and Junior Colleges Programme covers the administration and operation of Government Primary Schools, Government Secondary Schools and Government Junior Colleges. The FY2026 operating budget for this programme is \$5.53 billion or 36.2% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$496.75 million or 41.9% of the total FY2026 development expenditure.

### *Government-Aided Schools and Junior Colleges Programme*

The Government-Aided Schools and Junior Colleges Programme covers the administration and operation of Government-Aided Primary Schools, Government-Aided Secondary Schools and Government-Aided Junior Colleges. The FY2026 operating budget for this programme is \$1.67 billion or 10.9% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$38.69 million or 3.3% of the total FY2026 development expenditure.

### *National University of Singapore Programme*

The National University of Singapore Programme covers the administration and operation of National University of Singapore. The FY2026 operating budget for this programme is \$1.06 billion or 7.0% of the total FY2026 operating expenditure.

### *Higher Education and SkillsFuture Programme*

The Higher Education and SkillsFuture Programme covers the operations of the various divisions that oversee Higher Education, Research and SkillsFuture in Ministry of Education Headquarters. The FY2026 operating budget for this programme is \$753.80 million or 4.9% of the total FY2026 operating expenditure.

### *Administration Programme*

The Administration Programme covers the operations of the various administrative divisions of Ministry of Education Headquarters. The FY2026 operating budget for this programme is \$567.61 million or 3.7% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$184.14 million or 15.5% of the total FY2026 development expenditure.

### *Nanyang Technological University Programme*

The Nanyang Technological University Programme covers the administration and operation of Nanyang Technological University. The FY2026 operating budget for this programme is \$687.14 million or 4.5% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$5.43 million or 0.5% of the total FY2026 development expenditure.

### *School Services and Educational Development Programme*

The School Services and Educational Development Programme covers the operations of the various divisions that oversees schools, curriculum, professional development of staff and special education needs sector in Ministry of Education Headquarters. The FY2026 operating budget for this programme is \$609.61 million or 4.0% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$7.10 million or 0.6% of the total FY2026 development expenditure.

### *Institute of Technical Education Programme*

The Institute of Technical Education Programme covers the administration and operation of Institute of Technical Education. The FY2026 operating budget for this programme is \$572.97 million or 3.8% of the total FY2026 operating expenditure.

### *Special Education Schools Programme*

The Special Education Schools Programme covers the administration and operation of Special Education Schools. The FY2026 operating budget for this programme is \$464.37 million or 3.0% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$38.92 million or 3.3% of the total FY2026 development expenditure.

### *Independent Schools Programme*

The Independent Schools Programme covers the administration and operation of Independent Schools. The FY2026 operating budget for this programme is \$487.12 million or 3.2% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$4.15 million or 0.4% of the total FY2026 development expenditure.

### *SkillsFuture Singapore Programme*

The SkillsFuture Singapore Programme covers the administration and operation of SkillsFuture Singapore. The FY2026 operating budget for this programme is \$437.44 million or 2.9% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$697,800 or 0.1% of the total FY2026 development expenditure.

### *Science Centre Board Programme*

The Science Centre Board Programme covers the administration and operation of Science Centre Board. The FY2026 operating budget for this programme is \$58.17 million or 0.4% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$360.76 million or 30.4% of the total FY2026 development expenditure.

### *Singapore Institute of Technology Programme*

The Singapore Institute of Technology Programme covers the administration and operation of Singapore Institute of Technology. The FY2026 operating budget for this programme is \$323.84 million or 2.1% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$4.70 million or 0.4% of the total FY2026 development expenditure.

### *Republic Polytechnic Programme*

The Republic Polytechnic Programme covers the administration and operation of Republic Polytechnic. The FY2026 operating budget for this programme is \$267.35 million or 1.8% of the total FY2026 operating expenditure.

### *Temasek Polytechnic Programme*

The Temasek Polytechnic Programme covers the administration and operation of Temasek Polytechnic. The FY2026 operating budget for this programme is \$245.04 million or 1.6% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$19.21 million or 1.6% of the total FY2026 development expenditure.

### *Nanyang Polytechnic Programme*

The Nanyang Polytechnic Programme covers the administration and operation of Nanyang Polytechnic. The FY2026 operating budget for this programme is \$258.45 million or 1.7% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$4.02 million or 0.3% of the total FY2026 development expenditure.

### *Singapore Polytechnic Programme*

The Singapore Polytechnic Programme covers the administration and operation of Singapore Polytechnic. The FY2026 operating budget for this programme is \$255.92 million or 1.7% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$5.76 million or 0.5% of the total FY2026 development expenditure.

### *Ngee Ann Polytechnic Programme*

The Ngee Ann Polytechnic Programme covers the administration and operation of Ngee Ann Polytechnic. The FY2026 operating budget for this programme is \$240.04 million or 1.6% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$1.51 million or 0.1% of the total FY2026 development expenditure.

### *Singapore Management University Programme*

The Singapore Management University Programme covers the administration and operation of Singapore Management University. The FY2026 operating budget for this programme is \$205.25 million or 1.3% of the total FY2026 operating expenditure.

### *Singapore University of Social Sciences Programme*

The Singapore University of Social Sciences Programme covers the administration and operation of Singapore University of Social Sciences. The FY2026 operating budget for this programme is \$141.77 million or 0.9% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$12.80 million or 1.1% of the total FY2026 development expenditure.

### *National Institute of Education Programme*

The National Institute of Education Programme covers the administration and operation of National Institute of Education. The FY2026 operating budget for this programme is \$133.65 million or 0.9% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$0.35 million or 0.03% of the total FY2026 development expenditure.

### *Singapore University of Technology and Design Programme*

The Singapore University of Technology and Design Programme covers the administration and operation of Singapore University of Technology and Design. The FY2026 operating budget for this programme is \$106.11 million or 0.7% of the total FY2026 operating expenditure.

### *Singapore Examinations and Assessment Board Programme*

The Singapore Examinations and Assessment Board Programme covers the administration and operation of Singapore Examinations and Assessment Board. The FY2026 operating budget for this programme is \$95.69 million or 0.6% of the total FY2026 operating expenditure.

### *LASALLE College of the Arts Programme*

The LASALLE College of the Arts Programme covers the administration and operation of LASALLE College of the Arts. The FY2026 operating budget for this programme is \$28.91 million or 0.2% of the total FY2026 operating expenditure.

### *Nanyang Academy of Fine Arts Programme*

The Nanyang Academy of Fine Arts Programme covers the administration and operation of Nanyang Academy of Fine Arts. The FY2026 operating budget for this programme is \$28.57 million or 0.2% of the total FY2026 operating expenditure.

### *ISEAS - Yusof Ishak Institute Programme*

The ISEAS – Yusof Ishak Institute Programme covers the administration and operation of ISEAS – Yusof Ishak Institute. The FY2026 operating budget for this programme is \$20.68 million or 0.1% of the total FY2026 operating expenditure.

### *University of the Arts Singapore Programme*

The University of the Arts Singapore Programme covers the administration and operation of University of the Arts Singapore. The FY2026 operating budget for this programme is \$14.63 million or 0.1% of the total FY2026 operating expenditure.

### ***Other Consolidated Fund Outlays***

The FY2026 other consolidated fund outlays of the Ministry of Education are expected to be \$208.38 million. This is an increase of \$10.64 million or 5.4% compared to the revised FY2025 other consolidated fund outlays of \$197.75 million. The increase is mainly due to a projected increase in loans to students in Polytechnics and the Autonomous Universities.

## Total Expenditure by Programme

Code	Programme	Running	Operating	Development	Total	
		Costs	Transfers	Expenditure	Expenditure	
		\$	\$	\$	\$	
K-A	Administration Programme	519,842,900	47,762,900	567,605,800	184,144,700	751,750,500
K-B	Higher Education and SkillsFuture Programme	30,781,500	723,018,000	753,799,500	–	753,799,500
K-C	School Services and Educational Development Programme	577,685,500	31,921,900	609,607,400	7,102,100	616,709,500
K-D	Government Schools and Junior Colleges Programme	5,376,115,700	152,032,900	5,528,148,600	496,752,900	6,024,901,500
K-E	Special Education Schools Programme	–	464,367,600	464,367,600	38,921,200	503,288,800
K-F	Government-Aided Schools and Junior Colleges Programme	1,626,111,700	42,453,200	1,668,564,900	38,689,700	1,707,254,600
K-G	Independent Schools Programme	450,335,100	36,782,600	487,117,700	4,152,000	491,269,700
K-H	National Institute of Education Programme	130,833,500	2,815,400	133,648,900	347,100	133,996,000
K-I	National University of Singapore Programme	952,972,800	111,199,900	1,064,172,700	–	1,064,172,700
K-J	Nanyang Technological University Programme	600,933,300	86,205,100	687,138,400	5,428,800	692,567,200
K-K	ISEAS - Yusof Ishak Institute Programme	20,609,200	74,600	20,683,800	–	20,683,800
K-L	Singapore Polytechnic Programme	244,907,900	11,007,500	255,915,400	5,760,000	261,675,400
K-M	Ngee Ann Polytechnic Programme	229,037,500	11,000,800	240,038,300	1,506,800	241,545,100
K-N	Temasek Polytechnic Programme	237,794,700	7,247,200	245,041,900	19,212,900	264,254,800
K-O	Institute of Technical Education Programme	529,779,200	43,187,900	572,967,100	–	572,967,100
K-P	Science Centre Board Programme	58,167,500	–	58,167,500	360,761,800	418,929,300
K-Q	Nanyang Polytechnic Programme	245,991,200	12,460,400	258,451,600	4,024,900	262,476,500
K-R	Singapore University of Social Sciences Programme	133,625,700	8,145,500	141,771,200	12,799,700	154,570,900
K-S	Singapore Management University Programme	187,849,400	17,402,800	205,252,200	–	205,252,200
K-T	Nanyang Academy of Fine Arts Programme	26,327,900	2,241,500	28,569,400	–	28,569,400
K-U	LASALLE College of the Arts Programme	26,274,300	2,632,400	28,906,700	–	28,906,700
K-V	Republic Polytechnic Programme	252,573,100	14,781,700	267,354,800	–	267,354,800
K-W	Singapore Examinations and Assessment Board Programme	95,688,000	–	95,688,000	–	95,688,000
K-X	Singapore University of Technology and Design Programme	94,979,900	11,128,000	106,107,900	–	106,107,900
K-Y	Singapore Institute of Technology Programme	299,204,400	24,635,700	323,840,100	4,697,600	328,537,700
K-Z	SkillsFuture Singapore Programme	437,439,000	–	437,439,000	697,800	438,136,800
K-1	University of the Arts Singapore Programme	14,633,600	–	14,633,600	–	14,633,600
<b>Total</b>		<b>13,400,494,500</b>	<b>1,864,505,500</b>	<b>15,265,000,000</b>	<b>1,185,000,000</b>	<b>16,450,000,000</b>

## Development Expenditure by Project

Project Title	Total Project Cost	Actual Expenditure				
		Up to End of FY2023	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
			\$	\$	\$	\$
<b>DEVELOPMENT EXPENDITURE</b>	...	...	442,644,962	852,000,000	723,000,000	1,185,000,000
GOVERNMENT DEVELOPMENT	...	...	337,566,860	658,778,800	527,534,700	742,801,900
<b>ADMINISTRATION PROGRAMME</b>						
Minor IT Enhancements	...	...	789,611	1,205,900	1,486,400	1,129,600
Building of MOE HQ (Phase 2)	433,280,000	4,049,823	2,401,054	21,871,500	17,121,500	39,680,000
Infrastructure Setup to Support Pervasive Use of ICT in Teaching, Learning and Assessment	23,000,000	1,545,879	–	–	–	706,500
Implementation of School-Wide Wireless Infrastructure	217,741,000	92,121,354	25,826,337	6,048,000	5,215,800	6,048,000
Minor Works and Improvements (MOE HQ)	...	...	206,331	291,600	198,800	288,000
Provision of Guaranteed Energy Savings Performance (GESP) Contracting Services for MOE Building	6,236,100	4,814,508	306,544	231,000	307,800	205,300
Additions and Alterations to 1 North Buona Vista Drive	27,284,000	16,053,251	3,163,855	6,622,300	6,226,000	996,400
OnePlacement Systems	17,913,000	1,406,939	1,151,079	4,167,000	2,924,700	1,891,300
Implementation of MOE Edu Hub's Data Vault	5,060,000	–	128,445	1,056,100	303,700	252,000
Reinstatement of MOE Sites	8,428,000	–	–	–	–	2,361,600
Addition and Alteration Works for MOE HQ Off-sites	16,651,000	–	–	–	–	2,921,300
Minor Development Projects	...	...	11,478,118	9,028,400	10,384,000	11,965,600
New Projects	...	...	–	63,451,000	37,500	103,701,900
Completed Projects	...	...	4,622,445	2,114,600	1,955,600	–
<b>SCHOOL SERVICES AND EDUCATIONAL DEVELOPMENT PROGRAMME</b>						
Preschool Development Project	22,383,000	12,892,739	32,188	345,700	401,500	75,600
Provision of Education White Space (EWS) in Schools	37,500,000	21,104,873	828,918	485,100	1,637,200	1,314,300
Kindergarten Care Design and Build	15,783,200	6,603,090	185,246	34,500	92,000	146,700
Provision of MOE Kindergarten (MK) in Schools	35,280,000	6,383,198	3,416,069	486,100	1,535,400	123,400
Singapore Student Learning Space Version 2	29,028,400	–	4,335,728	8,954,400	8,641,200	4,698,100
Outdoor Adventure Learning Centre (OALC) at Mandai	73,630,000	–	–	504,000	–	448,000
Relocation of Physical Education and Sports Facilities	8,660,000	–	–	–	–	296,000
Completed Projects	...	...	–	504,000	–	–
<b>GOVERNMENT SCHOOLS AND JUNIOR COLLEGES PROGRAMME</b>						
Provision of Indoor Sports Hall to Schools	1,318,169,200	906,924,618	5,464,912	1,038,200	1,517,000	960,000
Implementation of Synthetic Turf System in Schools	31,000,000	24,195,005	–	–	400	400
Flexible School Infrastructure	93,000,000	19,222,162	81,737	8,700	22,400	1,900
Implementation of Primary Education Review and Implementation (PERI) Committee's Recommendation to Enhance Infrastructure in Primary Schools	2,533,910,300	1,686,331,832	16,702,960	2,336,500	4,217,600	370,900
Scaling Up Synthetic Turf Programme	59,000,000	20,553,553	447,436	217,500	481,700	71,000
Retrofitting of Schools	11,615,900	5,560,823	12,482	4,500	74,900	700
Providing Greater New Norms Flexibility in Primary Schools	22,220,000	3,217,711	23,775	2,200	22,200	800
Building of a New Secondary School	66,140,000	64,043,802	151,226	–	40,000	64,000
Building of a New Primary School in Tampines	62,240,000	55,339,958	139,627	97,200	824,300	76,000

Project Title	Total Project Cost	Actual Expenditure				
		Up to End of FY2023	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
		\$	\$	\$	\$	\$
Implementation of High-Volume Low-Speed (HVLS) Fans in Schools	9,999,400	2,898,493	1,047,320	1,593,300	1,470,100	2,800
Lift Installation Programme for Schools	79,410,000	2,864,901	16,026,270	21,942,100	25,612,000	27,245,600
Redevelopment / Addition and Alteration of Existing Education Institution Sites	674,500,000	2,939,062	10,291,438	166,820,500	89,115,800	211,308,400
Enhancement to School's Physical Education, Sports and Outdoor Facilities	65,053,000	11,970,124	12,189,483	5,955,200	6,432,700	9,310,300
Building of New Primary School in Tengah (Pioneer Primary School)	115,540,000	5,894,792	36,242,294	50,825,200	62,629,600	8,615,500
Retrofitting of School Mechanical and Electrical System	78,370,900	1,629,690	1,315,669	27,346,800	18,727,500	21,205,200
Building of a New Secondary School in Sengkang (Outram Secondary School)	114,840,000	4,960,331	31,774,857	46,800,000	60,010,000	8,944,000
Student Services Centre	26,858,000	83,684	297,624	691,100	983,200	814,500
School Security Review Full Roll-Out (Government Schools)	141,344,500	1,554,147	5,436,292	49,811,400	23,176,300	17,067,100
Retrofitting of Holding Sites for Anderson Serangoon Junior College and Temasek Junior College	14,647,000	6,345,509	1,610,464	714,800	1,860,100	9,600
Building of Educational Institution in the Western Part of Singapore	109,090,000	7,167	3,093,672	27,989,900	31,687,400	46,056,100
Building of Second New Primary School in Tengah (Kranji Primary School)	118,840,000	–	497,287	6,300,000	5,760,600	44,010,700
Building of a Second New Primary School in Tampines	91,350,000	–	7,234	450,000	754,200	17,922,700
Building of a New Primary School in Woodlands	81,520,000	–	–	–	–	2,384,000
Building of a New Primary School in Sembawang	83,280,000	–	–	2,700,000	1,000,000	20,800,000
School White Area (SWA) and Canteen Grant (Government Schools)	45,716,000	–	1,757,392	8,382,600	9,300,000	7,440,000
Additional Classrooms for Secondary Schools in the North-East Cluster (Government Schools)	11,840,000	–	873,415	1,082,300	1,819,000	942,400
Smart Facilities Management (Smart FM) (Government Schools)	58,181,800	–	176,319	3,614,000	2,778,600	7,371,200
Redevelopment of Maris Stella High School	204,580,000	–	2,450	5,111,900	700,000	1,320,000
Minor Works and Improvements (Government Primary Schools)	...	...	10,316,435	13,432,000	16,931,000	14,091,600
Minor Works and Improvements (Government Secondary Schools)	...	...	7,607,214	8,603,000	11,502,700	9,917,500
Minor Works and Improvements (Government Junior Colleges)	...	...	838,987	552,700	737,300	562,800
Programme for Rebuilding and Improving Existing Schools (Government Secondary Schools)	1,404,342,000	1,294,299,112	364,505	414,000	2,293,100	14,544,800
Building of a New Primary School in Yishun Planning Area	97,500,000	–	–	–	–	592,100
Building of an Educational Institution in the North-Western Part of Singapore	10,150,000	–	–	–	–	2,136,000
Completed Projects	...	...	1,785,150	448,500	776,300	–
<b>SPECIAL EDUCATION SCHOOLS PROGRAMME</b>						
Expansion of Eden School at Former Hong Kah Primary Site (2nd Campus)	23,900,000	15,619,432	1,450,368	900,000	1,510,500	1,079,300
Redevelopment of an Existing School (Campus II) at Tampines	83,630,000	48,567,981	24,673,293	3,960,000	450,000	760,000
Redevelopment of an Existing School in the Eastern Part of Singapore	44,060,000	53,620	67,081	5,760,000	4,000,000	14,000,000
Redevelopment of APSN Chaoyang School and APSN Tanglin School	89,110,000	2,932,126	44,378,584	20,161,000	28,819,100	906,800

Project Title	Total Project Cost	Actual Expenditure					
		\$	\$	\$	\$	\$	\$
Redevelopment of Former Hong Kah Secondary School for Grace Orchard School	50,804,000	–	7,417	1,800,000	1,035,800	2,400,000	
Building of 4th Special Education (SPED) School Serving Students with Autism and Can Access National Curriculum	101,330,000	4,500	7,234	810,000	1,000,000	1,600,000	
Sprucing Works to Special Education (SPED) School Site in the West	6,480,000	767,121	1,505,177	1,476,000	1,300,000	744,000	
Building of 5th School for Students with Autism Spectrum Disorder and Can Access the National Curriculum in Tengah	8,770,000	–	–	270,000	800,000	1,720,000	
Sprucing Works to St. Andrew's Mission School (Phase 2)	5,900,000	–	–	2,700,000	3,000,000	640,000	
Sprucing Works to Former Chua Chu Kang Secondary School (CCKSS) to hold Methodist Welfare Services - Anglo Chinese School (MWS-ACS) Special Education (SPED) School	15,890,000	–	6,612	–	710,000	571,200	
Sprucing Works to increase capacity for Special Education (SPED) Schools	24,750,000	–	–	–	–	14,200,000	
Completed Projects	...	...	883,767	133,600	839,000	–	
<b>GOVERNMENT-AIDED SCHOOLS AND JUNIOR COLLEGES PROGRAMME</b>							
Lift Installation Programme for Schools (Government-Aided Schools)	20,550,000	396,600	3,718,629	4,601,500	4,908,000	1,600,000	
Enhancement to School's Physical Education, Sports and Outdoor Facilities (Government-Aided Schools)	19,797,000	773,542	2,537,515	1,863,500	1,457,800	160,000	
Retrofitting of School Mechanical and Electrical System (Government-Aided Schools)	8,757,500	553,373	356,947	1,394,900	1,150,000	1,288,000	
School Security Review Full Roll-Out (Government-Aided Schools)	45,432,200	202,272	971,279	12,192,300	5,656,800	11,280,000	
Building of Third New Primary School in Tengah School White Area (SWA) and Canteen Grant (Government-Aided Schools)	88,310,000	–	3,834	630,000	800,000	1,760,000	
Additional Classrooms for Secondary Schools in the North-East Cluster (Government-Aided Schools)	200,000	–	–	–	10,000	16,000	
Smart Facilities Management (Smart FM) (Government-Aided Schools)	18,223,300	30,725	464,521	260,200	200,000	2,599,200	
Provision of Pei Hwa Presbyterian Primary's New Indoor Sports Hall and Related Primary Education Review and Implementation (PERI) Facilities	28,450,000	–	–	913,400	14,973,500	4,791,600	
Minor Works and Improvements (Government-Aided Primary Schools)	...	...	321,799	866,100	1,000,000	400,000	
Minor Works and Improvements (Government-Aided Secondary Schools)	...	...	179,812	465,900	500,000	240,000	
Minor Works and Improvements (Government-Aided Junior Colleges)	...	...	25,580	58,600	64,000	27,600	
Programme for Rebuilding and Improving Existing Schools (Government-Aided Primary Schools)	560,829,200	20,895,270	–	–	10,000	8,000	
Programme for Rebuilding and Improving Existing Schools (Government-Aided Secondary Schools)	675,734,900	45,261,204	30,011,859	12,987,100	9,230,800	768,000	
Completed Projects	...	...	34,773	12,900	65,000	–	
<b>INDEPENDENT SCHOOLS PROGRAMME</b>							
School Security Review Full Roll-Out (Independent Schools)	9,423,000	–	–	349,700	250,000	3,432,000	

Project Title	Total Project Cost	Actual Expenditure					Revised FY2025	Estimated FY2026
		Up to End of FY2023		Actual FY2024	Estimated FY2025			
		\$	\$	\$	\$			
School White Area (SWA) and Canteen Grant (Independent Schools)	3,331,900	–	–	390,700	520,000	400,000		
Completed Projects	...	...	512,883	684,100	1,547,300	–		
<b>GRANTS &amp; CAPITAL INJECTIONS TO ORGANISATIONS</b>	...	...	105,078,103	193,221,200	195,465,300	442,198,100		
<b>ADMINISTRATION PROGRAMME</b>								
Implementation of School-Wide Wireless Infrastructure	217,741,000	29,441,327	9,055,865	2,592,000	2,235,400	2,592,000		
Minor Development Projects	...	...	4,234,306	5,850,200	8,942,700	2,197,200		
New Projects	...	...	–	5,480,600	10,000,000	7,208,000		
<b>GOVERNMENT SCHOOLS AND JUNIOR COLLEGES PROGRAMME</b>								
Provision of Indoor Sports Hall to Schools	1,318,169,200	167,625,593	151,410	270,000	300,000	72,300		
Flexible School Infrastructure	93,000,000	3,551,315	1,253	900	1,000	–		
Implementation of Primary Education Review and Implementation (PERI) Committee's Recommendation to Enhance Infrastructure in Primary Schools	2,533,910,300	300,830,292	3,060,987	360,000	500,000	120,000		
Scaling Up Synthetic Turf Programme	59,000,000	2,685,504	2,515	18,000	–	–		
Retrofitting of Schools	11,615,900	552,679	3,742	900	3,000	–		
Providing Greater New Norms Flexibility in Primary Schools	22,220,000	667,624	13,257	500	–	–		
Implementation of High-Volume Low-Speed (HVLS) Fans in Schools	9,999,400	249,623	142,043	270,000	300,000	–		
Redevelopment of Maris Stella High School	204,580,000	–	–	126,000	150,000	400,000		
Completed Projects	...	...	27,057	45,000	–	–		
<b>SPECIAL EDUCATION SCHOOLS PROGRAMME</b>								
Expansion of Eden School at Former Hong Kah Primary Site (2nd Campus)	23,900,000	–	–	41,400	50,000	40,000		
Redevelopment of an Existing School (Campus II) at Tampines	83,630,000	–	–	90,000	1,145,200	40,000		
Redevelopment of an Existing School in the Eastern Part of Singapore	44,060,000	–	–	90,000	–	38,500		
Redevelopment of APSN Chaoyang School and APSN Tanglin School	89,110,000	–	–	90,000	–	24,000		
Redevelopment of Former Hong Kah Secondary School for Grace Orchard School	50,804,000	–	–	–	–	37,400		
Sprucing Works to Special Education (SPED) School Site in the West	6,480,000	52,625	21,815	270,000	–	80,000		
Building of 5th School for Students with Autism Spectrum Disorder and Can Access the National Curriculum in Tengah	8,770,000	–	–	–	–	40,000		
<b>GOVERNMENT-AIDED SCHOOLS AND JUNIOR COLLEGES PROGRAMME</b>								
Lift Installation Programme for Schools (Government-Aided Schools)	20,550,000	237,325	3,846,154	1,800,000	2,000,000	1,164,800		
Enhancement to School's Physical Education, Sports and Outdoor Facilities (Government-Aided Schools)	19,797,000	604,972	3,801,135	–	300,000	43,000		
Retrofitting of School Mechanical and Electrical System (Government-Aided Schools)	8,757,500	392,925	6,570	900,000	500,000	240,000		

Project Title	Total Project Cost	Actual Expenditure				
		Up to End of	Actual	Estimated	Revised	Estimated
		FY2023	FY2024	FY2025	FY2025	FY2026
	\$	\$	\$	\$	\$	\$
School Security Review Full Roll-Out (Government-Aided Schools)	45,432,200	410,432	691,836	1,800,000	1,000,000	4,000,000
Building of Third New Primary School in Tengah	88,310,000	–	3,400	–	–	–
School White Area (SWA) and Canteen Grant (Government-Aided Schools)	14,784,800	–	407,727	2,296,700	3,000,000	2,400,000
Additional Classrooms for Secondary Schools in the North-East Cluster (Government-Aided Schools)	200,000	–	117,735	–	–	–
Smart Facilities Management (Smart FM) (Government-Aided Schools)	18,223,300	–	12,937	135,000	60,700	400,000
Minor Works and Improvements (Government-Aided Primary Schools)	...	...	1,779,945	2,250,000	2,708,100	3,308,000
Minor Works and Improvements (Government-Aided Secondary Schools)	...	...	1,296,993	2,250,000	2,227,600	1,995,500
Minor Works and Improvements (Government-Aided Junior Colleges)	...	...	141,179	180,000	200,000	160,000
Programme for Rebuilding and Improving Existing Schools (Government-Aided Secondary Schools)	675,734,900	492,429,080	–	194,200	139,000	40,000
Completed Projects	...	...	708,502	31,700	92,000	–
<b>INDEPENDENT SCHOOLS PROGRAMME</b>						
School Security Review Full Roll-Out (Independent Schools)	9,423,000	–	–	45,000	50,000	160,000
School White Area (SWA) and Canteen Grant (Independent Schools)	3,331,900	–	–	180,000	180,000	160,000
<b>NATIONAL INSTITUTE OF EDUCATION PROGRAMME</b>						
National Institute of Early Childhood Development (NIEC)'s Retrofitting, Renovation and Reinstatement Works	8,678,000	–	–	914,900	6,595,300	347,100
<b>NANYANG TECHNOLOGICAL UNIVERSITY PROGRAMME</b>						
NTU Addition and Alteration Works to the Lee Kong Chian (LKC) Medicine Annex Block	7,309,100	–	–	–	523,100	5,428,800
<b>SINGAPORE POLYTECHNIC PROGRAMME</b>						
Rejuvenation of Singapore Polytechnic	89,005,800	75,009,685	180,801	2,991,700	960,000	3,120,000
Singapore Polytechnic 5th Campus Upgrading and Rejuvenation Programme	35,282,300	5,312,504	96,068	2,562,400	300	2,640,000
<b>NGEE ANN POLYTECHNIC PROGRAMME</b>						
Replacement of Old Building Components and Retrofitting at Ngee Ann Polytechnic	18,229,100	10,780,953	4,814,618	897,700	600,000	1,506,800
<b>TEMASEK POLYTECHNIC PROGRAMME</b>						
Rejuvenation of Temasek Polytechnic	70,046,000	58,706,795	1,320,041	6,917,800	5,968,800	2,046,500
Rejuvenation of Temasek Polytechnic (Phase 2)	94,924,600	–	–	–	2,472,000	17,166,400
<b>SCIENCE CENTRE BOARD PROGRAMME</b>						
Development of New Science Centre	822,765,100	95,165,061	49,829,574	133,701,400	122,708,100	360,761,800

Project Title	Total Project Cost	Actual Expenditure		Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
		\$	\$				
<b>NANYANG POLYTECHNIC PROGRAMME</b>							
Campus Upgrading and Rejuvenation of Nanyang Polytechnic	103,699,200	810,749		64,264	4,601,600	1,456,900	4,024,900
<b>SINGAPORE UNIVERSITY OF SOCIAL SCIENCES PROGRAMME</b>							
Refurbishment Works at SUSS's Interim Campuses	9,378,400	–		1,960,229	1,772,300	3,000,000	2,960,000
SUSS Pre-Development Budget for Preliminary Design for Rochor Campus	40,460,000	–		–	–	325,100	9,839,700
<b>NANYANG ACADEMY OF FINE ARTS PROGRAMME</b>							
Completed Projects	...	...		–	2,242,500	4,196,500	–
<b>REPUBLIC POLYTECHNIC PROGRAMME</b>							
Completed Projects	...	...		2,956,152	88,700	–	–
<b>SINGAPORE INSTITUTE OF TECHNOLOGY PROGRAMME</b>							
Furniture and Equipment Development Funding for SIT	34,340,000	11,381,215		1,246,729	3,055,300	2,400,000	4,697,600
Completed Projects	...	...		6,860,331	1,071,300	1,863,500	–
<b>SKILLSFUTURE SINGAPORE PROGRAMME</b>							
SkillsFuture Singapore Training Allowance System	11,073,100	–		4,668,555	1,060,800	2,988,900	697,800
<b>UNIVERSITY OF THE ARTS SINGAPORE PROGRAMME</b>							
Completed Projects	...	...		1,552,375	3,684,700	3,322,100	–

## KEY PERFORMANCE INDICATORS

### Desired Outcomes

- Good progression outcomes
- Quality education at affordable rates
- Active participation in lifelong learning

### Key Performance Indicators

Desired Outcome	Performance Indicator	Actual FY2023	Actual FY2024	Revised FY2025	Estimated FY2026
Good progression outcomes % of Primary 1 cohort who:					
	Are eligible for Secondary School <sup>1</sup>	98.2	98.4	98.4	98.4
	Progressed to post-secondary education programmes <sup>2</sup>	97.2	97.3	97.3	97.3
% of Primary 1 cohort admitted into <sup>3</sup> :					
	Junior Colleges/Centralised Institute	29.1	28.9	28.9	28.9
	Full-time Nitec/Higher Nitec courses	25.7	25.7	25.7	25.7
	Publicly-funded full-time diploma courses	47.8	48.2	48.2	48.2
	Publicly-funded full-time degree courses	43.2	44.0	45.0	45.0
Quality education at affordable rates Government funding for operating expenses per student for (\$) <sup>4</sup> :					
Quality education at affordable rates	Primary Schools	13,425	13,953	14,483	16,038
	Secondary Schools	16,683	17,445	18,603	20,580
	Junior Colleges/Centralised Institute	17,713	18,199	18,611	20,588
	Full-time Nitec/Higher Nitec courses	15,623	17,009	16,294	16,595
	Publicly-funded full-time diploma courses	18,123	19,082	19,108	18,971
	Publicly-funded full-time degree courses	21,504	22,002	21,929	21,610
	Special Education schools	28,319	39,813	41,318	43,276

<sup>1</sup> Figures refer to Singapore Citizens or Permanent Residents (SC/PR) from the Primary 1 (P1) cohort from 5 years prior who are eligible for secondary school by age 15 (e.g. FY2024 figures refer to the 2019 P1 cohort). Figures are preliminary estimates and subject to adjustments, as students from the reported P1 cohorts are not yet fully tracked to age 15.

<sup>2</sup> Figures refer to SC/PR from the P1 cohort from 10 years prior who progressed to post-secondary education programmes by age 22 (e.g. FY2024 figures refer to the 2014 P1 cohort). Figures are preliminary estimates and subject to adjustments, as students from the reported P1 cohorts are not yet fully tracked to age 22.

<sup>3</sup> Figures refer to SC/PR from the P1 cohort from 10 years prior who progressed to the respective post-secondary programmes (except for publicly-funded full-time degree courses) by age 22. For publicly-funded full-time degree courses, figures refer to students from the Primary 1 cohort from 12 years prior who progressed to these courses by age 24. Students who progress to one type of institution may later progress to another. Figures are preliminary estimates and subject to adjustments, as students from the reported P1 cohorts are not yet fully tracked.

<sup>4</sup> Figures for these indicators are reported on a FY basis, while those for all other indicators are reported on a Calendar Year (CY) basis. Figures exclude financial assistance provided by government.

Desired Outcome	Performance Indicator	Actual FY2023	Actual FY2024	Revised FY2025	Estimated FY2026
Active participation in lifelong learning	No. of individuals who participate in MOE/SkillsFuture Singapore-funded Continuing Education and Training (CET) courses <sup>5</sup>	520,000	555,000	≥500,000	≥500,000
	% of trainees who reported better work performance after attending SkillsFuture Singapore-funded CET training <sup>6</sup>	65.0	69.0	≥60.0	≥60.0
	% of private sector establishments that provided structured training to employees <sup>7</sup>	79.6	66.4	60.0 to 80.0	60.0 to 80.0
	% of private sector establishments that benefitted from training <sup>7,8</sup>	92.6	89.8	≥80.0	≥80.0

<sup>5</sup> Data for CY2026 will be reported in Q1 2027.

<sup>6</sup> Refers to individuals who indicated a rating of 4 or 5 in the Training Quality and Outcomes Measurement (TRAQOM) 2.0 survey that the course had helped them perform better at work.

<sup>7</sup> Data pertains to private sector establishments with at least 25 employees each.

<sup>8</sup> Indicator captures the proportion of private sector establishments that have reported that training has a positive impact on work efficiency and/or ability to meet changing/future needs.



Head L

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Ministry of Sustainability and the Environment



## HEAD L

### MINISTRY OF SUSTAINABILITY AND THE ENVIRONMENT

#### OVERVIEW

##### Mission Statement

To ensure a clean, sustainable environment, and supply of water and safe food for Singapore.

#### FY2026 EXPENDITURE ESTIMATES

##### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
<b>TOTAL EXPENDITURE</b>		<b>3,302,949,974</b>	<b>4,124,564,300</b>	<b>4,206,551,400</b>	<b>3,692,913,400</b>	<b>(513,638,000)</b>	<b>(12.2)</b>
<b>MAIN ESTIMATES</b>							
<b>OPERATING EXPENDITURE</b>		<b>2,727,215,761</b>	<b>2,656,091,300</b>	<b>2,722,690,100</b>	<b>2,890,704,400</b>	<b>168,014,300</b>	<b>6.2</b>
<i>RUNNING COSTS</i>		2,717,404,056	2,645,638,900	2,712,107,300	2,880,227,900	168,120,600	6.2
<i>Expenditure on Manpower</i>		<b>45,612,147</b>	<b>46,456,400</b>	<b>48,055,200</b>	<b>56,765,900</b>	<b>8,710,700</b>	<b>18.1</b>
1200	Political Appointments	2,579,009	3,082,400	3,063,100	2,733,200	(329,900)	(10.8)
1500	Permanent Staff	42,949,169	43,314,000	44,882,100	53,922,700	9,040,600	20.1
1600	Temporary, Daily-Rated and Other Staff	83,970	60,000	110,000	110,000	–	–
<i>Other Operating Expenditure</i>		<b>267,772,926</b>	<b>384,820,500</b>	<b>328,725,000</b>	<b>328,295,700</b>	<b>(429,300)</b>	<b>(0.1)</b>
2100	Consumption of Products and Services	261,732,876	378,143,100	322,095,500	317,684,700	(4,410,800)	(1.4)
2200	Maintenance	–	–	–	5,265,600	5,265,600	n.a.
2300	Staff Development and Well-Being	–	–	–	1,179,500	1,179,500	n.a.
2300A	Manpower Development	834,005	1,136,000	1,164,200	–	(1,164,200)	(100.0)
2400	International and Public Relations, Communications	5,157,398	5,477,400	5,106,200	3,418,100	(1,688,100)	(33.1)
2700	Asset Acquisition	40,918	64,000	359,100	747,800	388,700	108.2
2800	Miscellaneous	7,730	–	–	–	–	n.a.
<b>Grants, Transfers and Capital Injections</b>		<b>2,404,018,983</b>	<b>2,214,362,000</b>	<b>2,335,327,100</b>	<b>2,495,166,300</b>	<b>159,839,200</b>	<b>6.8</b>
3100	Grants and Capital Injections to Statutory Boards	2,402,647,691	2,212,156,000	2,333,713,500	2,493,067,000	159,353,500	6.8
3200	Grants and Capital Injections to Educational Institutions	971,998	1,853,300	1,260,900	1,760,000	499,100	39.6
3400	Grants and Capital Injections to Others	399,294	352,700	352,700	339,300	(13,400)	(3.8)
<b>TRANSFERS</b>		<b>9,811,705</b>	<b>10,452,400</b>	<b>10,582,800</b>	<b>10,476,500</b>	<b>(106,300)</b>	<b>(1.0)</b>
3600	Transfers to Institutions and Organisations	303,437	1,010,500	860,600	900,600	40,000	4.6
3800	International Organisations and Overseas Development Assistance	9,508,269	9,441,900	9,722,200	9,575,900	(146,300)	(1.5)

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>11,253</b>	<b>2,883,000</b>	<b>2,883,000</b>	<b>34,000</b>	<b>(2,849,000)</b>	<b>(98.8)</b>
4600	Loans and Advances (Disbursement)	11,253	2,883,000	2,883,000	34,000	(2,849,000)	(98.8)
DEVELOPMENT ESTIMATES							
	<b>DEVELOPMENT EXPENDITURE</b>	<b>575,734,213</b>	<b>1,468,473,000</b>	<b>1,483,861,300</b>	<b>802,209,000</b>	<b>(681,652,300)</b>	<b>(45.9)</b>
5100	Government Development	530,002,549	477,440,800	499,612,900	706,187,700	206,574,800	41.3
5200	Grants and Capital Injections to Organisations	45,731,664	991,032,200	984,248,400	96,021,300	(888,227,100)	(90.2)
	<b>OTHER DEVELOPMENT FUND OUTLAYS</b>	<b>22,234,670</b>	<b>9,173,700</b>	<b>10,147,200</b>	<b>17,867,600</b>	<b>7,720,400</b>	<b>76.1</b>
5500	Land-Related Expenditure	22,234,670	9,173,700	10,147,200	17,867,600	7,720,400	76.1

## Establishment List

Category/Personnel	Actual	Estimated	Revised	Estimated
	FY2024	FY2025	FY2025	FY2026
<b>POLITICAL APPOINTMENTS</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
Minister	1	1	1	1
Senior Minister of State	2	2	2	2
Senior Parliamentary Secretary	1	1	1	1
<b>PERMANENT STAFF</b>	<b>246</b>	<b>245</b>	<b>236</b>	<b>257</b>
Administrative	10	10	10	10
Economist Service	6	6	7	7
Education Service	–	–	4	4
Finance Profession Scheme (2024)	5	5	4	4
Information Service (2008)	8	8	7	7
Management Executive Scheme (2008)	202	201	165	186
Management Support Scheme (2008)	12	12	9	9
Operations Support	3	3	2	2
Others	–	–	28	28
<b>TOTAL</b>	<b>250</b>	<b>249</b>	<b>240</b>	<b>261</b>

## FY2025 BUDGET

The revised FY2025 total expenditure of the Ministry of Sustainability and the Environment is expected to be \$4.21 billion. This is an increase of \$903.60 million or 27.4% compared to the actual FY2024 total expenditure of \$3.30 billion. Of the revised FY2025 total expenditure, \$2.72 billion or 64.7% is for operating expenditure while \$1.48 billion or 35.3% is for development expenditure.

### *Operating Expenditure*

The revised FY2025 operating expenditure of the Ministry of Sustainability and the Environment is expected to be \$2.72 billion. This is a decrease of \$4.53 million or 0.2%, close to the actual FY2024 operating expenditure of \$2.73 billion.

### *Development Expenditure*

The revised FY2025 development expenditure of the Ministry of Sustainability and the Environment is expected to be \$1.48 billion. This is an increase of \$908.13 million or 157.7% compared to the actual FY2024 development expenditure of \$575.73 million. The increase is mainly due to the equity injection for the construction of NEA's Integrated Waste Management Facility in FY2025.

### *Other Consolidated Fund Outlays*

The revised FY2025 other consolidated fund outlays of the Ministry of Sustainability and the Environment are expected to be \$2.88 million. This is an increase of \$2.87 million compared to the actual FY2024 other consolidated fund outlays of \$0.01 million. The increase is mainly due to one-off Facilities Management services implemented in FY2025.

### *Other Development Fund Outlays*

The revised FY2025 other development fund outlays of the Ministry of Sustainability and the Environment are expected to be \$10.15 million. This is a decrease of \$12.09 million or 54.4% compared to the actual FY2024 other development fund outlays of \$22.23 million. The decrease is mainly due to the tapering down of expenditure for the development of sewerage networks in Changi East area as the project nears completion.

## FY2026 BUDGET

The FY2026 total expenditure of the Ministry of Sustainability and the Environment is projected to be \$3.69 billion. This is a decrease of \$513.64 million or 12.2% compared to the revised FY2025 total expenditure of \$4.21 billion. Of the FY2026 total expenditure, \$2.89 billion or 78.3% is for operating expenditure and \$802.21 million or 21.7% is for development expenditure.

### *Operating Expenditure*

The FY2026 operating expenditure of the Ministry of Sustainability and the Environment is projected to be \$2.89 billion. This is an increase of \$168.01 million or 6.2% compared to the revised FY2025 operating expenditure of \$2.72 billion. The increase is mainly due to the higher operating grant for the National Environment Agency Programme.

## ***Development Expenditure***

The FY2026 development expenditure of the Ministry of Sustainability and the Environment is projected to be \$802.21 million. This is a decrease of \$681.65 million or 45.9% compared to the revised FY2025 development expenditure of \$1.48 billion. The decrease is mainly due to the equity injection for the construction of NEA's Integrated Waste Management Facility in FY2025.

### ***Total Expenditure by Programmes***

#### *National Environment Agency Programme*

The National Environment Agency programme aims to ensure a clean and sustainable environment for Singapore. The FY2026 operating budget for this programme is \$1.66 billion or 57.3% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$231.62 million or 28.9% of the total FY2026 development expenditure.

#### *Public Utilities Board Programme*

The Public Utilities Board programme aims to supply good water, reclaim used water, tame storm water, and resist rising seas. The FY2026 operating budget for this programme is \$573.61 million or 19.8% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$510.09 million or 63.6% of the total FY2026 development expenditure.

#### *Administration Programme*

The Administration Programme sets the overall policy direction for the Statutory Boards, builds capabilities on sustainability matters, and advances Singapore's interests and international standing on matters relating to the environment, sustainability, water, and food policies. The FY2026 operating budget for this programme is \$393.06 million or 13.6% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$24.09 million or 3.0% of the total FY2026 development expenditure.

#### *Singapore Food Agency Programme*

The Singapore Food Agency programme aims to ensure and secure a supply of safe food for Singapore. The FY2026 operating budget for this programme is \$268.29 million or 9.3% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$36.40 million or 4.5% of the total FY2026 development expenditure.

### ***Other Consolidated Fund Outlays***

The FY2026 other consolidated fund outlays of the Ministry of Sustainability and the Environment are projected to be \$0.03 million. This is a decrease of \$2.85 million or 98.8% compared to the revised FY2025 other consolidated fund outlays of \$2.88 million. The decrease is mainly due to the one-off Facilities Management services implemented in FY2025.

### ***Other Development Fund Outlays***

The FY2026 other development fund outlays of the Ministry of Sustainability and the Environment are projected to be \$17.87 million. This is an increase of \$7.72 million or 76.1% compared to the revised FY2025 other development fund outlays of \$10.15 million. The increase is mainly from the development of drainage and sewerage networks in Changi East and NEA's exhumation projects at Choa Chu Kang Cemetery.

## Total Expenditure by Programme

Code	Programme	Running	Operating	Development	Total
		Costs	Transfers	Expenditure	Expenditure
		\$	\$	\$	\$
L-A	Administration Programme	387,160,900	5,895,600	393,056,500	24,094,700
L-G	Public Utilities Board Programme	573,606,600	–	573,606,600	510,091,800
L-H	National Environment Agency Programme	1,654,429,500	1,321,400	1,655,750,900	231,622,500
L-I	Singapore Food Agency Programme	265,030,900	3,259,500	268,290,400	36,400,000
<b>Total</b>		<b>2,880,227,900</b>	<b>10,476,500</b>	<b>2,890,704,400</b>	<b>802,209,000</b>
					<b>3,692,913,400</b>

## Development Expenditure by Project

Project Title	Actual Expenditure					
	Project Cost	Up to End of	Actual	Estimated	Revised	Estimated
		FY2023	FY2024	FY2025	FY2025	FY2026
	\$	\$	\$	\$	\$	\$
<b>DEVELOPMENT EXPENDITURE</b>	...	...	<b>575,734,213</b>	<b>1,468,473,000</b>	<b>1,483,861,300</b>	<b>802,209,000</b>
<i>GOVERNMENT DEVELOPMENT</i>	...	...	530,002,549	477,440,800	499,612,900	706,187,700
<b>ADMINISTRATION PROGRAMME</b>						
Multi-Disciplinary Consultancy Services for Office Development	26,000,000	7,462,815	–	1,482,200	–	1,482,100
Development, Maintenance and Support Services of Whole-of-Government eGreenGov.SG platform	6,761,117	–	–	–	1,534,000	2,410,300
Minor Development Projects	...	...	1,750,587	7,470,900	2,575,600	5,202,300
New Projects	...	...	–	10,000,000	–	15,000,000
Completed Projects	...	...	4,012,062	–	253,200	–
<b>PUBLIC UTILITIES BOARD PROGRAMME</b>						
Relief Sewers within Marina Reservoir Catchment	8,000,000	5,185,011	–	–	50,000	50,000
Relief and Replacement Sewers for Jalan Senang, Siglap and Jalan Leban Areas	4,500,000	3,081,377	14,378	113,000	113,000	10,000
Sewer Extensions to Phase Out Sewage Treatment Plants Phase 2	47,800,000	31,524,663	420,587	269,300	269,300	1,080,000
Relief Sewers at Lavender Street Area, Serangoon Central Area and Kaki Bukit Area	21,000,000	17,522,887	–	–	50,000	50,000
Expansion of Sewerage Network in Geylang, Jalan Wangi, Woodlands Industrial Park	16,123,800	13,981,123	3,234	–	–	23,700
Expansion of Sewerage Networks in Siglap Road, Whampoa East/Towner Road and Kaki Bukit Areas and Upgrading of Mugliston Park Pumping Station	26,140,000	18,100,504	1,832	114,200	114,200	409,300
Expansion of Sewerage Networks in Jalan Rajah/Sungei Whampoa area	29,000,000	18,235,350	3,414,521	54,000	440,900	139,200
Proposed Expansion of Sewerage Network in Mandai Road Area	25,000,000	18,617,777	19,586	–	–	21,500
Proposed Expansion of Sewerage Network in Kranji Area	26,400,000	22,682,261	68,492	75,400	75,400	50,000
Expansion of Sewerage Networks in Marina Central Area	35,200,000	9,393,133	340,134	1,281,600	1,281,600	2,236,500

Project Title	Total Project Cost	Actual Expenditure				
		Up to End of FY2023	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
		\$	\$	\$	\$	\$
Expansion of Sewerage Networks in Amber Road, Meyer Road and Playfair Road Areas	42,830,000	9,038,987	8,857,182	7,623,000	8,352,500	9,196,000
Expansion of Sewerage Networks in Yishun Avenue 7, Sembawang Road and Gambas Avenue Areas	30,300,000	25,212,064	31,894	100,000	100,000	35,000
Implementation of 16 Projects under Phase 2 of Active, Beautiful and Clean Waters (ABC Waters) Programme	16,311,600	12,112,097	351,492	–	136,000	702,000
Expansion of Sewerage Networks in Sembawang Road and Sembawang Avenue Areas	36,710,000	25,531,020	1,321,933	1,723,200	1,723,200	535,300
Proposed Expansion of Sewerage Networks in Sophia Road and Middle Road Areas	6,120,000	4,424,320	459,443	–	–	116,100
Deep Tunnel Sewerage System Phase 2- Engineering Services for Feasibility Study/Preliminary Design and Programme Management	71,300,000	59,726,850	3,086,572	1,959,700	2,290,700	4,452,000
Expansion of Sewerage Networks in Loyang Avenue and Upper Changi Road East Areas	135,110,000	88,461,590	1,752,346	576,700	576,700	1,127,200
Expansion of Sewerage Networks in East Coast Road and Mountbatten Road Areas	17,090,000	8,569,712	983,676	2,110,900	2,110,900	2,991,000
Proposed Expansion of Sewerage Networks in Bukit Batok East Ave 3 Area	44,900,000	34,957,705	384,377	–	13,000	161,600
Proposed Sewerage Scheme to Serve Sungei Tengah Agrotechnology Park Area	50,360,000	25,044,761	87,300	25,300	25,300	1,106,100
Proposed Sewers in North Woodlands	387,500,000	146,503,848	13,796,273	30,915,400	29,815,400	32,308,100
Proposed Sewerage Scheme to Serve Lim Chu Kang Area	74,370,000	51,828,733	65,624	53,900	53,900	181,900
Proposed Expansion of Sewerage Networks in Stevens Road Area	8,510,000	3,214,880	28,836	–	–	117,700
Proposed Expansion of Sewerage Networks in Merpati Road Area	12,090,000	5,845,819	214,492	–	–	144,300
Proposed Expansion of Sewerage Networks in Sengkang and Punggol Areas	212,100,000	100,682,633	5,874,986	7,635,500	7,635,500	18,561,700
Expansion of Sewerage Networks along Land Transport Authority (LTA)'s Proposed Thomson-East Coast Line and North-South Expressway	40,500,000	10,040,652	230,245	150,800	150,800	75,400
Proposed Sewerage Infrastructure at Pulau Punggol Barat	119,700,000	83,388,244	16,172,225	5,959,400	5,959,400	1,132,100
Phase 3 of the Active, Beautiful, and Clean Waters (ABC Waters) Programme	17,860,000	10,889,944	224,428	–	153,000	149,000
Deep Tunnel Sewerage System Phase 2-Land Cost	16,000,000	9,538,423	2,302,185	2,265,700	2,130,700	685,000
Deep Tunnel Sewerage System Phase 2-Construction Cost	4,403,000,000	3,058,048,613	353,116,988	195,774,600	291,478,600	280,862,900
Rehabilitation of Sewerage Network System - Phase 5	127,100,000	77,053,273	2,928,093	9,451,800	9,451,800	7,835,900
Engineering Services for the Proposed Sewers to Serve Tengah New Town	15,820,000	1,878,549	329,607	213,600	213,600	896,100
Proposed Sewer along Future Road in Punggol North	6,330,000	2,992,694	23,301	55,300	25,300	25,300
Engineering Services for the Proposed Expansion of Sewerage Network in Ang Mo Kio Avenue 3 and Phasing Out of Thomson Hill Pump Sump	13,740,000	6,371,037	849,017	377,000	377,000	500,000
Engineering Services for Proposed Expansion of Sewerage Networks in Senoko Way, Woodlands Avenue 6 and Upper Bukit Timah Areas	80,140,000	1,304,608	1,553,938	10,899,200	10,899,200	12,353,200
Proposed Sewers in Tuas View Area	223,180,000	1,508,796	237,698	523,300	523,300	19,508,700
Renewal of Water Reclamation Network Supervisory Control and Data Acquisition System	7,740,000	2,283,973	482,108	584,000	584,000	154,000
Enginmng Svcs for Expansion of Sewers in Bishan Park/Sin Ming Avenue/Tampines Road/Crane Road/River Valley Road Areas and Laying Sewer at Bishan Park	70,870,000	907,967	96,325	154,800	154,800	3,500,000

Project Title	Total Project Cost	Actual Expenditure				
		Up to End of FY2023	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
		\$	\$	\$	\$	\$
Phase 4 of the Active, Beautiful, Clean Waters (ABC Waters) Programme	4,140,000	138,228	191,460	478,000	380,000	590,000
Rehabilitation of Sanitary Drain-Lines for Western Catchment	36,400,000	12,654,812	9,204,760	6,645,100	6,645,100	1,700,000
Improvement to Old Roadside Drains in Batch 10 of the Estate Upgrading Programme	122,830,000	1,205,275	2,687,372	18,000,000	18,000,000	39,761,000
Renewal and Upgrading of Equipment at 8 Sewage Pumping Installations and additional Pumping Mains for Kallang Park Pumping Station and Mount Palmer Pumping Station	10,430,000	281,876	16,828	451,000	451,000	1,884,800
Professional Engineering Services to conduct Site Specific Study for Climate Change Adaptation Measures at Southeast Coast of Singapore	25,500,000	9,666,940	1,341,452	2,690,000	2,694,600	3,078,900
Enhancement Works to Coarse Screen Shaft at Changi Water Reclamation Plant	15,540,000	3,129,974	2,626,552	1,000,000	272,000	4,158,700
Rehabilitation of Sewerage Network System Phase 6	158,470,000	8,990,220	15,071,332	14,952,000	14,952,000	34,176,000
Proposed Improvement Works to the Active, Beautiful, Clean Waters (ABC Waters) Facilities at Pandan Reservoir and MacRitchie Reservoir Park	4,700,000	–	421,663	2,997,000	2,453,000	1,320,000
Professional Engineering Services to Conduct Site Specific Study for Climate Change Adaptation Measures at Northwest Coast of Singapore	16,540,000	1,148,400	1,726,900	3,797,300	3,790,800	1,916,300
Engineering Services for the Proposed Expansion of Sewers in Sin Ming Road and Braddell Road Areas	30,440,000	250,091	107,673	–	280,000	2,590,000
Proposed Sewers in Holland Plain Area	25,620,000	206,979	704,278	6,772,200	6,772,200	1,233,300
Professional Engineering Services for the Development of New Kranji Water Reclamation Plant at Northern Kranji	46,700,000	–	987,763	2,600,000	1,250,000	1,410,000
Expansion of Sewers in Bukit Batok Road Area	2,910,000	–	–	50,000	50,000	500,000
Professional Engineering Services for the Development of Changi Water Reclamation Plant	143,300,000	–	–	970,000	138,600	455,200
Expansion of Sewers in Turf Club Area	3,850,000	–	–	160,000	160,000	936,000
Proposed Sewer along Woodlands Ave 10 and Ave 7	2,230,000	–	–	50,000	50,000	500,000
Sewers along Brickland Crescent and Tengah Boulevard	8,540,000	–	–	–	–	2,765,000
Minor Development Projects	...	...	10,543	936,000	2,087,500	80,000
New Projects	...	...	–	483,600	–	6,276,600
Completed Projects	...	...	7,282,135	280,700	1,593,300	–
<b>NATIONAL ENVIRONMENT AGENCY PROGRAMME</b>						
Development of New Hawker Centres at Woodlands, Sengkang, Pasir Ris, Jurong West, Yishun and Sembawang	108,200,000	94,508,417	193,836	1,191,700	–	1,626,100
Development of New Crematorium at Mandai	220,800,000	158,599,831	30,989,030	14,000,000	14,000,000	3,550,100
Development of New Hawker Centres at Dawson and Bidadari	26,500,000	16,653,740	36,795	298,500	155,700	365,800
Development of New Hawker Centres at Fernvale, Choa Chu Kang, Bukit Panjang North and Anchorvale	59,275,000	55,139,531	1,286,427	310,000	50,000	240,000
Redevelopment of Choa Chu Kang Cemetery Phase 3	118,240,000	102,689,051	–	35,300	–	131,700
Fitting-out Works for New Hawker Centre at Punggol Digital District	5,059,500	2,124,436	2,354,520	442,000	160,400	281,800
Productive Hawker Centres Programme	12,123,400	1,768,551	204,315	1,255,500	235,500	498,400
Consultancy Services and Preliminary Works for Development of New Hawker Centre at Tampines North	2,000,000	–	–	–	–	285,000

Project Title	Total Project Cost	Actual Expenditure				
		Up to End of	Actual	Estimated	Revised	Estimated
		FY2023	FY2024	FY2025	FY2025	FY2026
	\$	\$	\$	\$	\$	\$
Consultancy Services for Development of New Hawker Centre at Choa Chu Kang North	3,539,900	–	–	–	–	2,694,000
Development of Replacement Centre For Blks 79/82 Telok Blangah Drive Market and Food Centre	47,710,000	673	–	–	–	38,759,900
Reconfiguration Works at Jurong West Hawker Centre	5,562,000	5,404,760	8,502	–	–	14,000
Soil Investigation Works for Funeral Parlour Complex	140,800	–	–	25,500	–	–
Hawker Centres Transformation Programme Pilot for Existing Centres	8,480,000	115,348	2,783,283	350,100	350,000	–
Development of a new Hawker Centre at Tampines North	19,120,000	–	–	–	–	4,000,000
Development of Storage Infrastructure at Semakau Landfill	4,380,000	–	–	2,628,000	654,000	1,752,000
Development of a new Hawker Centre at Choa Chu Kang (North)	31,100,000	–	–	–	–	15,550,000
Construction of Mount Vernon Funeral Parlour Complex	113,816,000	–	–	38,489,100	–	–
Multi-Disciplinary Consultancy Team for the Remediation and Redevelopment of Sarimbun Recycling Park	19,900,000	–	2,787,510	3,707,700	929,200	5,538,200
Redevelopment of Choa Chu Kang Cemetery Phase 4 - Professional Services for Consultancy, Site Supervision, Topographical Survey and Soil Investigation Works	10,280,200	7,167	861,760	9,273,000	1,387,800	1,606,600
Provision of Consultancy Services to Conduct Environmental Impact Assessment for Proposed After-Death Facilities at Mandai Ave	477,800	634	20,581	203,700	113,200	90,600
Feasibility Study for the Development of a Waste Management Facility at Northern Kranji	2,702,700	–	56,000	1,533,600	1,969,100	677,600
Upgrading and Replacement Works at Government After-Death Facilities	5,644,600	–	–	1,395,700	11,700	265,100
Development of Replacement Market and Hawker Centre at Bukit Timah	34,850,000	–	5,642	–	14,186,600	5,489,400
Exhumation of graves at St John Church Cemetery	270,000	–	37,554	214,000	204,900	2,100
Rectification and Improvement Works at Choa Chu Kang Columbarium	6,170,400	–	871,750	–	1,764,700	3,329,200
Works for Phases 4A and 4B of the 5-Year Programme (FY2023-2028) for Redevelopment of Choa Chu Kang Cemetery	78,117,600	–	–	–	3,083,100	50,612,200
Feasibility Study of the Funeral Services and Columbarium Complex (FSCC) and Provision of Pre-Consultancy Works at Tanah Merah Coast Road (TMCR)	3,664,500	–	–	–	976,500	2,688,000
Final land reinstatement works at Choa Chu Kang Cemetery (CCKC) - Additional works for Area 1	32,690,000	–	16,874,234	15,509,700	11,613,000	4,202,700
Minor Development Projects	...	...	166,587	1,369,200	2,414,600	846,700
New Projects	...	...	–	8,948,500	1,386,100	26,063,200
Completed Projects	...	...	2,037,914	12,918,400	24,500	–
<b>SINGAPORE FOOD AGENCY PROGRAMME</b>						
Development of the Local Aquaculture Sector	28,670,000	33,980	157,600	35,000	50,400	19,300
Strengthening Singapore's Food Supply Resilience	62,700,000	–	–	–	180,000	2,097,700

Project Title	Total Project Cost	Actual Expenditure		Estimated FY2025	Revised FY2025	Estimated FY2026
		Up to End of FY2023	Actual FY2024			
	\$	\$	\$	\$	\$	\$
<b>GRANTS &amp; CAPITAL INJECTIONS TO ORGANISATIONS</b>						
Flood Model Development	7,270,000	3,171,305	1,353,802	1,468,500	1,468,600	1,276,200
<b>NATIONAL ENVIRONMENT AGENCY PROGRAMME</b>						
Energy Efficiency Fund – Energy Efficient Technologies	19,164,700	1,367,493	1,702,282	489,400	1,561,900	834,300
Energy Efficiency Fund - Energy Management Information System	7,700,000	1,366,533	462,736	1,872,900	2,024,100	666,600
Large-scale Field Trial of Wolbachia-Aedes Technology for Dengue Reduction	1,974,000	1,474,581	125,459	110,100	250,700	123,200
Services Diversion Works for Funeral Parlour Complex	1,660,000	–	1,326,697	–	–	168,300
Hazard Prediction Modelling System Phase 2	25,691,300	–	1,583,898	4,284,900	4,216,100	289,400
Soil Investigation Works for Funeral Parlour Complex	140,800	–	92,901	–	22,000	22,500
Improving Ventilation and Indoor Air Quality for Mitigation of SARS-CoV-2 Airborne Risk	2,107,900	1,011,298	360,986	–	223,200	512,400
Hawker Centres Transformation Programme Pilot for Existing Centres	8,480,000	68,708	1,673,443	289,600	635,600	310,000
Development and Operation of Singapore's International Carbon Credits Registry	1,954,000	64,996	1,000,966	703,500	804,100	83,900
Construction of Mount Vernon Funeral Parlour Complex	113,816,000	15,243,021	14,853,236	–	27,589,700	18,309,500
Energy Efficiency Grant for the Manufacturing sector	5,000,000	–	493,839	1,560,000	963,300	3,542,800
Implementation of Meteorological Service Singapore's Strategic Plan Refresh for FY23 - FY25	4,293,500	–	–	1,500,000	643,800	2,615,900
Advancing Singapore's Dengue, Zika and Chikungunya Control Regime	3,121,100	–	–	–	139,200	2,875,500
Advancing Singapore's Environmental Public Health Regime - Toxic Chemicals	3,621,500	–	–	–	–	3,387,700
Advancing Singapore's Environmental Public Health Regime - Emerging Dangerous Pathogens	18,626,600	–	–	–	353,000	544,900
Pilot Concept of Operations (CONOPS) Development to enhance NEA's Operational Response to Environmental Incidents	1,190,705	–	–	–	72,900	989,300
Automation of Data Publishing for the Ambient Radiation Monitoring Network (ARMNet)	323,000	–	–	–	–	323,000
Minor Development Projects	...	...	–	–	674,900	–
New Projects	...	...	–	12,954,000	196,600	24,862,900
Completed Projects	...	...	4,409,419	933,077,500	927,097,100	–
<b>SINGAPORE FOOD AGENCY PROGRAMME</b>						
Agri-food Cluster Transformation Fund	59,900,000	9,755,910	7,588,168	12,619,500	8,257,500	8,500,000
Development of the Local Aquaculture Sector	28,670,000	–	1,367,677	4,445,000	1,700,000	1,918,300
AquaPolis – National Tropical Aquaculture Research and Innovation Cluster	8,520,000	–	–	200,000	3,841,100	927,800
Development and Implementation of Project Jarvis	21,990,000	–	–	10,000,000	808,800	4,401,900
Development of a New SFA Operations Centre (Phase 1)	3,300,000	–	–	–	165,000	3,135,000
New Projects	...	...	–	5,105,000	–	15,400,000
Completed Projects	...	...	7,336,155	352,300	539,200	–

## Other Development Fund Outlays

Project Title	Total Project Cost	Actual Expenditure		Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
		\$	\$				
<b>OTHER DEVELOPMENT FUND OUTLAYS</b>	...	...		<b>22,234,670</b>	<b>9,173,700</b>	<b>10,147,200</b>	<b>17,867,600</b>
<i>LAND-RELATED EXPENDITURE</i>	...	...		22,234,670	9,173,700	10,147,200	17,867,600
<b>PUBLIC UTILITIES BOARD PROGRAMME</b>							
Sewer Network for Changi East Area	199,477,400	96,892,907		13,050,064	2,283,900	2,283,900	5,896,800
Sludge-soil Mix Remediation Works to Support Relocation of Paya Lebar Airbase	28,000,000	–		2,101,565	3,257,300	3,257,300	3,610,300
Completed Projects	...	...		50,115	–	250,000	–
<b>NATIONAL ENVIRONMENT AGENCY PROGRAMME</b>							
Exhumation Programme Phases 6 and 7 and Related Works	30,810,000	24,218,402		1,014,188	995,000	1,096,900	4,480,500
Exhumation of Muslim Graves at Choa Chu Kang Cemetery (Phase 10)	18,646,600	–		–	–	1,320,000	3,880,000
New Projects	...	...		–	2,000,000	–	–
Completed Projects	...	...		6,018,738	637,500	1,939,100	–

## KEY PERFORMANCE INDICATORS

### Desired Outcomes

- A sustainable future
- A climate-resilient Singapore
- A clean and liveable everyday

### Key Performance Indicators

Desired Outcome	Performance Indicator <sup>1</sup>	Actual FY2023	Actual FY2024	Revised FY2025	Estimated FY2026
A sustainable future	Total domestic waste disposed of per capita (kg/day/person)	0.78	0.77	0.76	0.76
	Total non-domestic waste disposed of (tonnes per day/\$billion GDP) <sup>2</sup>	8.6	8.3	7.9	8.3
	Recycling rate (%)	52	50	51	55
	Total Greenhouse Gas (GHG) emissions with respect to Nationally Determined Contribution (NDC) targets (MtCO <sub>2</sub> e) <sup>3</sup>	55.5	n.a.	n.a.	n.a.
	Per capita household water consumption (litres/day)	141	142	141	140
A climate-resilient Singapore	% of distribution losses for potable water	7.2	7.1	7.3	7.6
	Size of flood prone area (ha)	24.0	23.6	23.3	18.6
	No. of the 5 most commonly consumed food items (seafood, eggs, chicken, pork and vegetables) that have less than 50% of supply from a single country <sup>4</sup>	4/5	3/5	3/5	5/5
A clean and liveable everyday	% of days in a year where Pollutant Standards Index (PSI) is in the "Good" and "Moderate" range	99.5	100	99.0	95.0
	No. of local dengue fever cases per 100,000 population	165	223	73	300
	Accuracy of Nowcast (%) <sup>5,6</sup>	91.3	91.0	90.0	90.0
	Drinking water – % of tests meeting World Health Organization (WHO) guidelines for drinking water quality and Environmental Public Health (EPH) Regulations	100	100	100	100
	No. of service disruptions per 1,000km of sewers	9.9	9.7	9.7	9.9
	No. of foodborne illness cases related to foodborne outbreaks per 100,000 population <sup>7,8</sup>	21.9	22.8	25.3	27.0

<sup>1</sup> Figures are reported on a Calendar Year (CY) basis.

<sup>2</sup> The Actual 2023 figure has been revised due to updated GDP.

<sup>3</sup> Our national GHG emissions inventory is compiled on CY basis, but with a 2-year lag for compilation and auditing purposes. This is in line with international norms set by the United Nations Framework Convention on Climate Change (UNFCCC). Singapore's NDC targets are to reduce emissions to around 60 MtCO<sub>2</sub>e by 2030 after peaking earlier, and to reduce emissions to between 45 to 50 MtCO<sub>2</sub>e by 2035. Singapore's NDC targets are aligned with our Long-Term Low Emissions Development Strategy to achieve net zero emissions by 2050.

<sup>4</sup> This indicator tracks the progress of our food diversification strategy and informs the resilience of our food supply against disruption risks including those from climate change.

<sup>5</sup> Nowcast is a short-term forecast of 2 hours. Weather systems in the tropics are dynamic in nature and can develop and dissipate within a short span of time, typically around an hour.

<sup>6</sup> The Actual 2023 figure has been revised due to a technical adjustment in the underlying data used to compute Nowcast accuracy.

<sup>7</sup> An outbreak is defined as ≥15 people affected by food poisoning incidents that have triggered One Health joint investigations.

<sup>8</sup> The Actual 2023 figure has been updated for accuracy.

Head M

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Ministry of Finance



## HEAD M

### MINISTRY OF FINANCE

#### OVERVIEW

##### Mission Statement

To create a better Singapore through Finance.

##### Vision Statement

A forward-looking Ministry of Finance that advances leading ideas, drives synergies across government, and ensures fiscal prudence and sustainability.

#### FY2026 EXPENDITURE ESTIMATES

##### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
<b>TOTAL EXPENDITURE</b>		<b>1,276,727,357</b>	<b>1,549,319,400</b>	<b>1,480,874,900</b>	<b>1,320,921,700</b>	<b>(159,953,200)</b>	<b>(10.8)</b>
MAIN ESTIMATES							
<b>OPERATING EXPENDITURE</b>		<b>1,221,571,980</b>	<b>1,421,611,700</b>	<b>1,373,907,200</b>	<b>1,252,306,600</b>	<b>(121,600,600)</b>	<b>(8.9)</b>
<i>RUNNING COSTS</i>		1,184,408,454	1,220,814,500	1,186,991,500	1,201,689,600	14,698,100	1.2
<i>Expenditure on Manpower</i>		<b>258,545,602</b>	<b>271,015,300</b>	<b>278,341,500</b>	<b>325,408,500</b>	<b>47,067,000</b>	<b>16.9</b>
1200	Political Appointments	1,734,559	1,702,000	1,718,300	1,752,600	34,300	2.0
1500	Permanent Staff	256,406,371	268,845,100	276,078,500	323,069,400	46,990,900	17.0
1600	Temporary, Daily-Rated and Other Staff	404,673	468,200	544,700	586,500	41,800	7.7
<i>Other Operating Expenditure</i>		<b>819,254,773</b>	<b>874,213,500</b>	<b>864,040,400</b>	<b>857,161,200</b>	<b>(6,879,200)</b>	<b>(0.8)</b>
2100	Consumption of Products and Services	811,533,965	861,629,300	852,051,700	798,549,400	(53,502,300)	(6.3)
2200	Maintenance	–	–	–	45,839,100	45,839,100	n.a.
2300	Staff Development and Well-Being	–	–	–	9,135,200	9,135,200	n.a.
2300A	Manpower Development	5,710,333	8,409,700	8,229,600	–	(8,229,600)	(100.0)
2400	International and Public Relations, Communications	643,753	897,200	868,000	808,600	(59,400)	(6.8)
2700	Asset Acquisition	1,697,954	2,635,100	2,227,000	2,175,700	(51,300)	(2.3)
2800	Miscellaneous	(331,232)	642,200	664,100	653,200	(10,900)	(1.6)
<b>Grants, Transfers and Capital Injections</b>		<b>106,608,079</b>	<b>75,585,700</b>	<b>44,609,600</b>	<b>19,119,900</b>	<b>(25,489,700)</b>	<b>(57.1)</b>
3100	Grants and Capital Injections to Statutory Boards	106,608,079	75,442,900	44,475,700	19,117,100	(25,358,600)	(57.0)
3400	Grants and Capital Injections to Others	–	142,800	133,900	2,800	(131,100)	(97.9)

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
	<b>TRANSFERS</b>	<b>37,163,526</b>	<b>200,797,200</b>	<b>186,915,700</b>	<b>50,617,000</b>	<b>(136,298,700)</b>	<b>(72.9)</b>
3600	Transfers to Institutions and Organisations	1,474,393	2,000,000	2,100,000	4,450,000	2,350,000	111.9
3800	International Organisations and Overseas Development Assistance	35,689,133	198,797,200	184,815,700	46,167,000	(138,648,700)	(75.0)
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>3,459,051,967</b>	<b>5,235,003,300</b>	<b>4,140,003,000</b>	<b>4,361,003,000</b>	<b>221,000,000</b>	<b>5.3</b>
4200	Expenses on Investments	3,459,051,600	5,235,000,000	4,140,000,000	4,361,000,000	221,000,000	5.3
4600	Loans and Advances (Disbursement)	367	3,300	3,000	3,000	–	–
	<b>DEVELOPMENT ESTIMATES</b>						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>55,155,377</b>	<b>127,707,700</b>	<b>106,967,700</b>	<b>68,615,100</b>	<b>(38,352,600)</b>	<b>(35.9)</b>
5100	Government Development	55,155,377	126,304,800	105,564,800	68,615,100	(36,949,700)	(35.0)
5200	Grants and Capital Injections to Organisations	–	1,402,900	1,402,900	–	(1,402,900)	(100.0)

## Establishment List

Category/Personnel	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
<b>POLITICAL APPOINTMENTS</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
Minister	3	3	2	2
Senior Minister of State	–	–	1	1
Senior Parliamentary Secretary	1	1	1	1
<b>PERMANENT STAFF</b>	<b>2,137</b>	<b>2,227</b>	<b>2,098</b>	<b>2,229</b>
Accounting Profession (2008)	3	3	–	1
Administrative	21	20	19	19
Corporate Support	16	16	13	13
Customs Unified Scheme (2022)	939	939	768	806
Education Service (2008)	–	–	1	1
Finance Profession Scheme (2024)	73	90	101	106
Home Affairs Uniformed Services (Police) 2016	–	–	4	4
Home Team Specialist Scheme (HTSS)	–	–	2	2
Information Service (2008)	–	–	1	1
Management Executive Scheme (2008)	1,001	1,075	1,075	1,156
Management Support Scheme (2008)	82	82	55	55
Operations Support	2	2	3	3
Others	–	–	56	62
<b>TOTAL</b>	<b>2,141</b>	<b>2,231</b>	<b>2,102</b>	<b>2,233</b>

## FY2025 BUDGET

The revised FY2025 total expenditure of the Ministry of Finance is expected to be \$1.48 billion. This is an increase of \$204.15 million or 16.0% compared to the actual FY2024 total expenditure of \$1.28 billion. Of the revised FY2025 total expenditure, \$1.37 billion or 92.8% is for operating expenditure while \$106.97 million or 7.2% is for development expenditure.

### *Operating Expenditure*

The revised FY2025 operating expenditure of the Ministry of Finance is expected to be \$1.37 billion. This is an increase of \$152.34 million or 12.5% compared to the actual FY2024 operating expenditure of \$1.22 billion. The increase is mainly due to the disbursement of contributions to international organisations and other operational needs.

### *Development Expenditure*

The revised FY2025 development expenditure of the Ministry of Finance is expected to be \$106.97 million. This is an increase of \$51.81 million or 93.9% compared to the actual FY2024 development expenditure of \$55.16 million. The increase is mainly due to Ministry of Finance's asset replacement projects and technology refresh of the Accountant-General's Department's IT infrastructure.

### *Other Consolidated Fund Outlays*

The revised FY2025 other consolidated fund outlays of the Ministry of Finance are expected to be \$4.14 billion. This is an increase of \$680.95 million or 19.7% compared to the actual FY2024 other consolidated fund outlays of \$3.46 billion. The increase is mainly due to increased investment activities and volatile market conditions.

## FY2026 BUDGET

The FY2026 total expenditure of the Ministry of Finance is projected to be \$1.32 billion. This is a decrease of \$159.95 million or 10.8% compared to the revised FY2025 total expenditure of \$1.48 billion. Of the FY2026 total expenditure, \$1.25 billion or 94.8% is for operating expenditure while \$68.62 million or 5.2% is for development expenditure.

### *Operating Expenditure*

The FY2026 operating expenditure of the Ministry of Finance is projected to be \$1.25 billion. This is a decrease of \$121.60 million or 8.9% compared to the revised FY2025 operating expenditure of \$1.37 billion. The decrease is mainly due to lower provisions for contributions to international organisations in FY2026.

### *Development Expenditure*

The FY2026 development expenditure of the Ministry of Finance is projected to be \$68.62 million. This is a decrease of \$38.35 million or 35.9% compared to the revised FY2025 development expenditure of \$106.97 million. The decrease is mainly due to the ramp-down of MOF's asset replacement projects and technology refresh of the Accountant-General's Department's IT infrastructure, which were substantially completed in FY2025.

## ***Total Expenditure by Programmes***

### *Inland Revenue Authority of Singapore Programme*

The Inland Revenue Authority of Singapore administers, assesses, collects, and enforces payment of income and property tax, Goods and Services Tax (GST), stamp duties and other taxes on behalf of the Government. The Ministry of Finance allocates the Inland Revenue Authority of Singapore an agency fee budget based on the projected tax revenue collection. The FY2026 operating budget for this programme is \$563.57 million or 45.0% of the total FY2026 operating expenditure.

### *Singapore Customs Programme*

Singapore Customs collects customs duties, import taxes, and excise duties, facilitates cross-border trade, and enforces trade regulation compliance. The FY2026 operating budget for this programme is \$258.02 million or 20.6% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$39.53 million or 57.6% of the total FY2026 development expenditure.

### *Finance Programme*

The Finance Programme funds the Ministry of Finance headquarters, which manages Singapore's finances, sets fiscal policies, and drives synergies across the Whole-of-Government to promote inclusive and sustainable growth. The FY2026 operating budget for this programme is \$260.71 million or 20.8% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$19.56 million or 28.5% of the total FY2026 development expenditure.

### *Accounting Services Programme*

The Accounting Services Programme provides funding for AGD, which assists the President in safeguarding the Government's Past Reserves, ensures integrity of accounting systems, and sets accounting policies governing Government revenue, expenditure, assets and liabilities. The FY2026 operating budget for this programme is \$87.92 million or 7.0% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$5.14 million or 7.5% of the total FY2026 development expenditure.

### *Shared Services Programme*

The Shared Services Programme provides funding for VITAL, which manages and transforms corporate services delivery for the Whole-of-Government to achieve economies of scale, improve efficiency, strengthen governance and enhance service quality. The FY2026 operating budget for this programme is \$82.09 million or 6.6% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$4.38 million or 6.4% of the total FY2026 development expenditure.

### ***Other Consolidated Fund Outlays***

The FY2026 other consolidated fund outlays of the Ministry of Finance are projected to be \$4.36 billion. This is an increase of \$221.00 million or 5.3% compared to the revised FY2025 other consolidated fund outlays of \$4.14 billion. The increase is mainly due to increased investment activities and volatile market conditions.

## Total Expenditure by Programme

Code	Programme	Running	Operating	Development	Total	
		Costs	Transfers	Expenditure	Expenditure	
		\$	\$	\$	\$	
M-A	Finance Programme	210,191,600	50,517,700	260,709,300	19,563,600	280,272,900
M-C	Accounting Services Programme	87,923,400	–	87,923,400	5,142,700	93,066,100
M-G	Shared Services Programme	82,086,400	–	82,086,400	4,378,000	86,464,400
M-O	Singapore Customs Programme	257,917,500	99,300	258,016,800	39,530,800	297,547,600
M-P	Inland Revenue Authority of Singapore Programme	563,570,700	–	563,570,700	–	563,570,700
<b>Total</b>		<b>1,201,689,600</b>	<b>50,617,000</b>	<b>1,252,306,600</b>	<b>68,615,100</b>	<b>1,320,921,700</b>

## Development Expenditure by Project

Project Title	Actual Expenditure					
	Total Project Cost	Up to End of	Actual	Estimated	Revised	Estimated
		FY2023	FY2024	FY2025	FY2025	FY2026
	\$	\$	\$	\$	\$	\$
<b>DEVELOPMENT EXPENDITURE</b>	...	...	55,155,377	127,707,700	106,967,700	68,615,100
<i>GOVERNMENT DEVELOPMENT</i>	...	...	55,155,377	126,304,800	105,564,800	68,615,100
<b>FINANCE PROGRAMME</b>						
Public Sector Transformation (PST) Budget	...	...	–	280,000	–	280,000
Construction Services to Treasury Offices, Upgrade Mechanical & Electrical (M&E) System and Common Area	53,400,000	–	12,211,153	26,650,000	27,800,000	1,917,600
Multi-Disciplinary Consultancy Services to Design Treasury Offices, Common Area and Upgrade Mechanical & Electrical (M&E) System	5,317,700	518,967	1,739,899	1,848,600	667,500	426,900
GeBiz X Phase 2	43,603,947	–	–	–	4,077,300	13,161,500
Minor Development Projects	...	...	582,893	2,986,500	4,390,300	3,431,600
New Projects	...	...	–	8,322,300	2,251,200	346,000
Completed Projects	...	...	3,278,271	–	–	–
<b>ACCOUNTING SERVICES PROGRAMME</b>						
Technology Refresh on Existing Infrastructure	18,540,000	–	–	12,660,000	16,306,200	333,400
Cumulus Finance System (Infra) (CFS)	72,730,000	–	–	–	–	1,500,000
Minor Development Projects	...	...	4,279,884	2,717,200	7,771,600	3,309,300
<b>SHARED SERVICES PROGRAMME</b>						
Development of VITAL's Integrated Shared Services All-in-One (VISION) System	10,476,700	553,091	2,760,954	1,900,600	2,399,300	2,517,600
VITAL's Office Renovation at MND Building	9,871,600	–	3,155,011	6,485,000	6,191,300	337,500
Minor Development Projects	...	...	1,596,235	433,100	433,100	1,522,900
<b>SINGAPORE CUSTOMS PROGRAMME</b>						
Setting up of a Radiographic Scanning Station for Export Checks Operation at Tuas Megaport	6,573,000	5,651,412	6,470	–	105,000	11,300
TradeNet Rebuild	157,652,800	10,243,306	20,970,353	57,068,200	28,788,100	29,881,700

Project Title	Actual Expenditure					
	Total Project Cost	Up to End of FY2023	Actual	Estimated	Revised	Estimated
			FY2024	FY2025	FY2025	FY2026
	\$	\$	\$	\$	\$	\$
Minor Development Projects	...	...	2,684,873	3,346,000	4,228,000	9,637,800
Completed Projects	...	...	1,889,379	1,607,300	155,900	–
<i>GRANTS &amp; CAPITAL INJECTIONS TO ORGANISATIONS</i>	...	...	–	1,402,900	1,402,900	–
<b>FINANCE PROGRAMME</b>						
Completed Projects	...	...	–	1,402,900	1,402,900	–

## KEY PERFORMANCE INDICATORS

### Desired Outcomes

- Stewardship of public good
  - Balanced budget
  - Fiscal sustainability
  - Budget marksmanship
- Inclusive and sustainable growth
  - Conducive business environment
  - Inclusive growth
- High performance government
  - Efficient and effective use of resources
  - Efficient government

### Key Performance Indicators

Desired Outcome	Performance Indicator	Actual FY2023	Actual FY2024	Revised FY2025	Estimated FY2026
<b>Stewardship of public good</b>					
Balanced budget	Overall Fiscal Position as a % of GDP (5-year moving average)	-2.0	-1.9	0.6	0.7
Fiscal sustainability	Draw on Past Reserves	No	No	No	No
	Standard and Poor's / Moody's Sovereign Risk Rating	AAA / Aaa	AAA / Aaa	AAA / Aaa	AAA / Aaa
Budget marksmanship	Government operating revenue as % of budgeted revenue (excluding Net Investment Returns Contribution)	107.0	106.3	106.6	95 - 105
	Government expenditure as % of budgeted expenditure (excluding special transfers)	101.1	100.5	100.5	95 - 105
<b>Inclusive and sustainable growth</b>					
Conducive business environment	No. of Avoidance of Double Taxation Agreements (DTAs) Singapore has in force	93	93	93	93
	% of companies incorporated within 15 minutes of payment	100	100	100	100
Inclusive growth	Real annual growth <sup>1</sup> (%) in median monthly household income from work per household member among citizen employed households, including employer CPF (nominal income (\$ in parentheses)) <sup>2</sup>	1.6 (3,302)	1.2 (3,428)	7.4 (3,716)	>0
	Real annual growth <sup>1</sup> (%) in 20 <sup>th</sup> percentile monthly household income from work per household member among citizen employed households, including employer CPF (nominal income (\$ in parentheses)) <sup>2</sup>	1.1 (1,613)	1.3 (1,676)	9.5 (1,844)	≥Median

<sup>1</sup> Real annual growth rates are constructed as follows: (i) median deflated by middle 60% income group CPI excluding imputed rental on owner-occupied accommodation, and (ii) 20<sup>th</sup> percentile deflated by lowest 20% income group CPI excluding imputed rental on owner-occupied accommodation.

<sup>2</sup> Household income from work refers to the sum of income received, including employers' CPF contributions, by working members of the household from employment and business. Employed households are those with at least one working person.

Desired Outcome	Performance Indicator	Actual FY2023	Actual FY2024	Revised FY2025	Estimated FY2026
<b>High performance government</b>					
Efficient and effective use of resources	Cost per dollar of revenue collected by Singapore Customs (cents)	1.99	1.68	1.71	2.03
	Cost per dollar of tax collected by IRAS (cents)	0.56	0.58	0.67	0.67
Efficient government					
	% of requests for business profiles completed by ACRA within 15 minutes of payment	98.8	98.5	99.0	99.0
	% of TradeNet declarations which have been approved / rejected within 10 minutes	99.5	>99.9	>99.9	>99.0
	% of tax refunds issued by IRAS				
	- within 14 days	99.7	99.6	99.6	99.6
	- within 30 days	100	>99.9	99.9	99.9
	% of payments from Ministries, Statutory Boards, and Organs of State to vendors completed within payment terms (typically 30 days)	98.0	98.1	98.6	98.6



Head N

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Ministry of Foreign Affairs



## HEAD N

### MINISTRY OF FOREIGN AFFAIRS

#### OVERVIEW

##### Mission Statement

MFA is committed to the effective and timely formulation, implementation, and communication of policies that:

- Uphold Singapore's sovereignty
- Promote a peaceful regional environment
- Sustain Singapore's relevance internationally
- Expand Singapore's political and economic space
- Share our developmental experience as a responsible global citizen
- Connect with Singaporeans travelling and living overseas, assist them in times of need

#### FY2026 EXPENDITURE ESTIMATES

##### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised	Revised FY2025
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
<b>TOTAL EXPENDITURE</b>		<b>534,287,513</b>	<b>597,773,800</b>	<b>586,273,800</b>	<b>644,652,500</b>	<b>58,378,700</b>	<b>10.0</b>
<b>MAIN ESTIMATES</b>							
<b>OPERATING EXPENDITURE</b>		<b>518,070,853</b>	<b>561,173,800</b>	<b>550,173,800</b>	<b>597,952,500</b>	<b>47,778,700</b>	<b>8.7</b>
<i>RUNNING COSTS</i>		427,841,081	464,947,000	457,597,200	498,914,200	41,317,000	9.0
<i>Expenditure on Manpower</i>		<b>238,751,791</b>	<b>261,069,100</b>	<b>263,411,700</b>	<b>280,404,300</b>	<b>16,992,600</b>	<b>6.5</b>
1200	Political Appointments	1,903,074	2,009,600	2,339,900	2,035,200	(304,700)	(13.0)
1500	Permanent Staff	214,423,485	231,685,800	237,784,300	253,338,300	15,554,000	6.5
1600	Temporary, Daily-Rated and Other Staff	22,425,232	27,373,700	23,287,500	25,030,800	1,743,300	7.5
<i>Other Operating Expenditure</i>		<b>189,089,290</b>	<b>203,877,900</b>	<b>194,185,500</b>	<b>218,509,900</b>	<b>24,324,400</b>	<b>12.5</b>
2100	Consumption of Products and Services	146,231,944	158,044,600	144,172,100	179,251,000	35,078,900	24.3
2200	Maintenance	–	–	–	21,342,400	21,342,400	n.a.
2300	Staff Development and Well-Being	–	–	–	9,451,600	9,451,600	n.a.
2300A	Manpower Development	9,444,027	11,039,200	12,386,300	–	(12,386,300)	(100.0)
2400	International and Public Relations, Communications	27,203,237	26,128,600	27,757,300	5,175,500	(22,581,800)	(81.4)
2700	Asset Acquisition	3,321,154	5,528,300	6,453,000	735,600	(5,717,400)	(88.6)
2800	Miscellaneous	2,888,929	3,137,200	3,416,800	2,553,800	(863,000)	(25.3)

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
	<b>TRANSFERS</b>	<b>90,229,772</b>	<b>96,226,800</b>	<b>92,576,600</b>	<b>99,038,300</b>	<b>6,461,700</b>	<b>7.0</b>
3600	Transfers to Institutions and Organisations	8,495,891	9,630,900	10,775,300	11,029,900	254,600	2.4
3800	International Organisations and Overseas Development Assistance	81,733,881	86,595,900	81,801,300	88,008,400	6,207,100	7.6
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>5,317,791</b>	<b>15,000,000</b>	<b>15,000,000</b>	<b>16,450,000</b>	<b>1,450,000</b>	<b>9.7</b>
4600	Loans and Advances (Disbursement)	5,317,791	15,000,000	15,000,000	16,450,000	1,450,000	9.7
	<b>DEVELOPMENT ESTIMATES</b>						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>16,216,660</b>	<b>36,600,000</b>	<b>36,100,000</b>	<b>46,700,000</b>	<b>10,600,000</b>	<b>29.4</b>
5100	Government Development	16,216,660	36,600,000	36,100,000	46,700,000	10,600,000	29.4

## Establishment List

Category/Personnel	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
<b>POLITICAL APPOINTMENTS</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>4</b>
Minister	2	2	1	1
Senior Minister of State	1	1	1	1
Minister of State	–	–	1	2
<b>PERMANENT STAFF</b>	<b>1,026</b>	<b>1,163</b>	<b>1,101</b>	<b>1,189</b>
Accounting Profession (2008)	3	3	1	1
Administrative	5	5	4	4
Finance Profession Scheme (2024)	–	–	7	7
Foreign Service (2002)	628	725	620	691
Foreign Service Administration Specialist Scheme	362	404	396	425
Foreign Service Technical and Administrative Support	–	–	2	1
Home Affairs Services (ICA) 2017	16	11	12	12
Home Affairs Uniformed Services (Police) 2016	–	–	1	1
Information Service (2008)	–	–	4	4
Language Executive Scheme (2008)	2	1	–	–
Legal	1	1	1	1
Management Executive Scheme (2008)	1	1	11	11
Management Support Scheme (Language Officer)	2	2	–	–
Operations Support	6	10	12	11
Others	–	–	30	20
<b>TEMPORARY, DAILY-RATED &amp; OTHER STAFF</b>	<b>499</b>	<b>554</b>	<b>507</b>	<b>527</b>
Locally Recruited Staff	499	554	507	527
<b>TOTAL</b>	<b>1,528</b>	<b>1,720</b>	<b>1,611</b>	<b>1,720</b>

## FY2025 BUDGET

The revised FY2025 total expenditure of the Ministry of Foreign Affairs is expected to be \$586.27 million. This is an increase of \$51.99 million or 9.7% compared to the actual FY2024 total expenditure of \$534.29 million. Of the revised FY2025 total expenditure, \$550.17 million or 93.8% is for operating expenditure while \$36.10 million or 6.2% is for development expenditure.

### *Operating Expenditure*

The revised FY2025 operating expenditure of the Ministry of Foreign Affairs is expected to be \$550.17 million. This is an increase of \$32.10 million or 6.2% compared to the actual FY2024 operating expenditure of \$518.07 million. The increase is mainly due to higher expenditure on manpower.

### *Development Expenditure*

The revised FY2025 development expenditure of the Ministry of Foreign Affairs is expected to be \$36.10 million. This is an increase of \$19.88 million or 122.6% compared to the actual FY2024 development expenditure of \$16.22 million. The increase is mainly due to expenditures for a major development project.

### *Other Consolidated Fund Outlays*

The revised FY2025 other consolidated fund outlays of the Ministry of Foreign Affairs are expected to be \$15.00 million. This is an increase of \$9.68 million or 182.1% compared to the actual FY2024 other consolidated fund outlays of \$5.32 million. The increase is mainly due to ad-hoc cashflows required for the overseas operations of the Ministry.

## FY2026 BUDGET

The FY2026 total expenditure of the Ministry of Foreign Affairs is projected to be \$644.65 million. This is an increase of \$58.38 million or 10.0% compared to the revised FY2025 total expenditure of \$586.27 million. Of the FY2026 total expenditure, \$597.95 million or 92.8% is for operating expenditure while \$46.70 million or 7.2% is for development expenditure.

### *Operating Expenditure*

The FY2026 operating expenditure of the Ministry of Foreign Affairs is projected to be \$597.95 million. This is an increase of \$47.78 million or 8.7% compared to the revised FY2025 operating expenditure of \$550.17 million. The increase is mainly due to higher expenditure on manpower, IT-related expenditure, and Singapore's assumption of the ASEAN Chairmanship in January 2027.

### *Development Expenditure*

The FY2026 development expenditure of the Ministry of Foreign Affairs is projected to be \$46.70 million. This is an increase of \$10.60 million or 29.4% compared to the revised FY2025 development expenditure of \$36.10 million. The increase is mainly due to new development projects planned for the year.

### ***Other Consolidated Fund Outlays***

The FY2026 other consolidated fund outlays of the Ministry of Foreign Affairs are projected to be \$16.45 million. This is an increase of \$1.45 million or 9.7% compared to the revised FY2025 other consolidated fund outlays of \$15.00 million. The increase is mainly due to ad-hoc cashflows required for the overseas operations of the Ministry.

### Total Expenditure by Programme

Code	Programme	Running	Operating	Development	Total
		Costs	Transfers	Expenditure	Expenditure
		\$	\$	\$	\$
N-A	Foreign Affairs Programme	498,914,200	99,038,300	597,952,500	46,700,000
	<b>Total</b>	<b>498,914,200</b>	<b>99,038,300</b>	<b>597,952,500</b>	<b>46,700,000</b>
					<b>644,652,500</b>

### Development Expenditure by Project

Project Title	Actual Expenditure					
	Total Project Cost	Up to End of	Actual	Estimated	Revised	Estimated
		FY2023	FY2024	FY2025	FY2025	FY2026
\$	\$	\$	\$	\$	\$	\$
<b>DEVELOPMENT EXPENDITURE</b>	...	...	<b>16,216,660</b>	<b>36,600,000</b>	<b>36,100,000</b>	<b>46,700,000</b>
<i>GOVERNMENT DEVELOPMENT</i>	...	...	16,216,660	36,600,000	36,100,000	46,700,000
<b>FOREIGN AFFAIRS PROGRAMME</b>						
HQ Building Projects	...	...	11,400	—	—	4,000,000
ICT Projects	...	...	1,642,618	1,300,000	650,000	450,000
Overseas Properties Projects	...	...	4,120,951	24,300,000	24,200,000	24,500,000
Minor Development Projects	...	...	10,441,691	11,000,000	11,250,000	17,750,000

## KEY PERFORMANCE INDICATORS

### Desired Outcomes

- Advancement of Singapore's national interests through the conduct of our foreign relations and working through regional and international organisations
- Reinforcing international recognition of Singapore as an effective, constructive, and reliable partner
- Prompt and effective consular services for Singaporeans
- Building domestic support for Singapore's foreign policy

### Key Performance Indicators

Desired Outcome	Performance Indicator	Actual FY2023	Actual FY2024	Revised FY2025	Estimated FY2026 <sup>1</sup>
Advancement of Singapore's national interests through the conduct of our foreign relations and working through regional and international organisations	No. of Head of State (HOS)-level visits <sup>2</sup>	25	38	29	22
	No. of Head of Government (HOG)-level visits <sup>3</sup>	35	35	29	23
	No. of Political Office Holder (POH)-level visits <sup>4</sup>	136	135	124	59
	No. of Senior Official-level visits <sup>5</sup>	47	46	46	32
Reinforcing international recognition of Singapore as an effective, constructive, and reliable partner	No. of candidatures to international organisations supported <sup>6</sup>	3	2	5	4
	Total no. of foreign officials who participated in courses under the Singapore Cooperation Programme <sup>7</sup>	6,171	5,710	5,766	≥5,766 <sup>8</sup>
	Total no. of capacity building courses conducted under the Singapore Cooperation Programme	265	247	240	≥240 <sup>8</sup>
	No. of international media engagements by MFA POHs/Head of Missions	122	136	155	162
Prompt and effective consular services for Singaporeans	No. of consular cases handled	3,843	2,361	3,106	3,106
	No. of consular enquiries handled	312,534	239,726	194,523	153,674
Building domestic support for Singapore's foreign policy	No. of local public diplomacy projects, media interviews and engagements with the public done by MFA POHs and officers	75	87	92	96

<sup>1</sup> Based on projections available at the point of data collection.

<sup>2</sup> Refers to the President of Singapore's outgoing visits and incoming foreign HOS-level visits.

<sup>3</sup> Refers to the Prime Minister of Singapore's outgoing visits and incoming foreign HOG-level visits.

<sup>4</sup> Refers to incoming and outgoing visits where a POH was Head of Delegation.

<sup>5</sup> Refers to incoming and outgoing visits where a Permanent Secretary or Deputy Secretary was Head of Delegation.

<sup>6</sup> Refers to the number of Singapore delegations and representatives supported by MFA for elections to international organisations.

<sup>7</sup> The Singapore Cooperation Programme provides technical assistance to foreign government officials from developing countries.

<sup>8</sup> The number of participants and courses are projected to increase as MFA steps up development assistance through new development partnerships and capacity building courses.



Head O

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Ministry of Health



# HEAD O

## MINISTRY OF HEALTH

### OVERVIEW

#### Mission Statement

To be an innovative and people-centred organisation to promote good health and reduce illness, to ensure access to good and affordable healthcare that is appropriate to needs, and to pursue medical excellence.

### FY2026 EXPENDITURE ESTIMATES

#### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
<b>TOTAL EXPENDITURE</b>		<b>18,224,653,427</b>	<b>20,863,200,900</b>	<b>20,376,092,900</b>	<b>22,502,929,100</b>	<b>2,126,836,200</b>	<b>10.4</b>
<b>MAIN ESTIMATES</b>							
	<b>OPERATING EXPENDITURE</b>	<b>16,859,611,179</b>	<b>18,795,312,500</b>	<b>18,489,881,700</b>	<b>20,035,362,700</b>	<b>1,545,481,000</b>	<b>8.4</b>
	<i>RUNNING COSTS</i>	3,772,369,152	4,068,386,100	3,871,999,500	3,720,110,200	(151,889,300)	(3.9)
	<i>Expenditure on Manpower</i>	<b>250,601,995</b>	<b>281,563,200</b>	<b>183,864,100</b>	<b>181,992,300</b>	<b>(1,871,800)</b>	<b>(1.0)</b>
1200	Political Appointments	1,694,773	1,796,700	2,055,600	2,117,300	61,700	3.0
1500	Permanent Staff	248,678,748	279,577,100	181,331,800	179,385,200	(1,946,600)	(1.1)
1600	Temporary, Daily-Rated and Other Staff	228,473	189,400	476,700	489,800	13,100	2.7
	<i>Other Operating Expenditure</i>	<b>945,583,720</b>	<b>975,711,400</b>	<b>599,819,400</b>	<b>533,800,400</b>	<b>(66,019,000)</b>	<b>(11.0)</b>
2100	Consumption of Products and Services	909,469,182	941,097,600	582,351,800	525,440,000	(56,911,800)	(9.8)
2200	Maintenance	–	–	–	6,422,700	6,422,700	n.a.
2300	Staff Development and Well-Being	–	–	–	1,867,500	1,867,500	n.a.
2300A	Manpower Development	4,943,106	4,708,800	4,535,100	–	(4,535,100)	(100.0)
2400	International and Public Relations, Communications	10,961,466	29,822,000	12,882,100	16,500	(12,865,600)	(99.9)
2700	Asset Acquisition	20,111,726	45,400	25,000	48,400	23,400	93.6
2800	Miscellaneous	98,240	37,600	25,400	5,300	(20,100)	(79.1)
	<b>Grants, Transfers and Capital Injections</b>	<b>2,576,183,437</b>	<b>2,811,111,500</b>	<b>3,088,316,000</b>	<b>3,004,317,500</b>	<b>(83,998,500)</b>	<b>(2.7)</b>
3100	Grants and Capital Injections to Statutory Boards	664,265,923	675,511,200	880,381,400	962,066,100	81,684,700	9.3
3400	Grants and Capital Injections to Others	1,911,917,515	2,135,600,300	2,207,934,600	2,042,251,400	(165,683,200)	(7.5)
	<b>TRANSFERS</b>	<b>13,087,242,028</b>	<b>14,726,926,400</b>	<b>14,617,882,200</b>	<b>16,315,252,500</b>	<b>1,697,370,300</b>	<b>11.6</b>
3500	Social Transfers to Individuals	983,151,811	1,486,292,900	1,380,016,500	1,494,588,800	114,572,300	8.3
3600	Transfers to Institutions and Organisations	12,088,763,920	13,229,213,800	13,226,625,700	14,808,920,700	1,582,295,000	12.0
3800	International Organisations and Overseas Development Assistance	15,326,296	11,419,700	11,240,000	11,743,000	503,000	4.5

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>67,565</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	—	—
4600	Loans and Advances (Disbursement)	67,565	15,000	15,000	15,000	—	—
DEVELOPMENT ESTIMATES							
	<b>DEVELOPMENT EXPENDITURE</b>	<b>1,365,042,247</b>	<b>2,067,888,400</b>	<b>1,886,211,200</b>	<b>2,467,566,400</b>	<b>581,355,200</b>	<b>30.8</b>
5100	Government Development	848,168,892	1,512,058,300	1,253,324,300	1,795,609,400	542,285,100	43.3
5200	Grants and Capital Injections to Organisations	516,873,356	555,830,100	632,886,900	671,957,000	39,070,100	6.2

## Establishment List

Category/Personnel	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
<b>POLITICAL APPOINTMENTS</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
Minister	2	2	1	1
Senior Minister of State	1	1	2	2
Minister of State	1	1	1	1
<b>PERMANENT STAFF</b>	<b>1,741</b>	<b>1,361</b>	<b>1,153</b>	<b>1,153</b>
Accounting Profession (2008)	–	–	1	1
Administrative	19	19	21	21
Corporate Support	–	–	2	2
Cybersecurity Professional Scheme (2019)	–	–	2	2
Economist Service	–	–	5	5
Education Service	–	–	5	5
Environmental Health	1	1	–	–
Finance Profession Scheme (2024)	–	–	6	6
Home Affairs Uniformed Services (Police) 2016	–	–	4	4
Information Service (2008)	3	3	6	6
Legal	–	–	10	10
Management Executive Scheme (2008)	1,688	1,308	1,015	1,015
Management Support Scheme (2008)	–	–	22	22
Medical Scheme (2014)	28	28	17	17
Operations Support	2	2	2	2
Others	–	–	26	26
Statistician (Trade & Industry) (2008)	–	–	9	9
<b>TOTAL</b>	<b>1,745</b>	<b>1,365</b>	<b>1,157</b>	<b>1,157</b>

## FY2025 BUDGET

The revised FY2025 total expenditure of the Ministry of Health is expected to be \$20.38 billion. This is an increase of \$2.15 billion or 11.8% compared to the actual FY2024 total expenditure of \$18.22 billion. Of the revised FY2025 total expenditure, \$18.49 billion or 90.7% is for operating expenditure while \$1.89 billion or 9.3% is for development expenditure.

### *Operating Expenditure*

The revised FY2025 operating expenditure of the Ministry of Health is expected to be \$18.49 billion. This is an increase of \$1.63 billion or 9.7% compared to the actual FY2024 operating expenditure of \$16.86 billion. The increase is mainly due to the growth in patient subsidies due to increases in healthcare costs, ramping up of capacity in the lead-up to the opening of the redeveloped Alexandra Hospital and capacity increases in the long-term care sector.

### *Development Expenditure*

The revised FY2025 development expenditure of the Ministry of Health is expected to be \$1.89 billion. This is an increase of \$521.17 million or 38.2% compared to the actual FY2024 development expenditure of \$1.37 billion. The increase is mainly due to construction works for healthcare facilities such as the new Eastern General Hospital and Singapore General Hospital Elective Care Centre.

### *Other Consolidated Fund Outlays*

The revised FY2025 other consolidated fund outlays of the Ministry of Health are expected to be \$0.02 million. This is a decrease of \$0.05 million or 77.8% compared to the actual FY2024 other consolidated fund outlays of \$0.07 million. The decrease is mainly due to a decrease in the deposit amount required for MOH's utilities account.

## FY2026 BUDGET

The FY2026 total expenditure of the Ministry of Health is projected to be \$22.50 billion. This is an increase of \$2.13 billion or 10.4% compared to the revised FY2025 total expenditure of \$20.38 billion. Of the FY2026 total expenditure, \$20.04 billion or 89.0% is for operating expenditure while \$2.47 billion or 11.0% is for development expenditure.

### *Operating Expenditure*

The FY2026 operating expenditure of the Ministry of Health is projected to be \$20.04 billion. This is an increase of \$1.55 billion or 8.4% compared to the revised FY2025 operating expenditure of \$18.49 billion. The increase is mainly due to the increase in subvention to public healthcare institutions and enhancement of long-term care subsidies and schemes. It also caters for the incremental operating costs associated with new and expanding acute hospitals, specialist centres, polyclinics and community hospitals run by public healthcare clusters. In addition, the budget caters for the ongoing programmes related to the training, recruitment, attraction and retention of healthcare manpower, the expansion of clinical services and capacity and schemes to improve healthcare affordability for Singaporeans, as well as other forms of grants and financial assistance.

## ***Development Expenditure***

The FY2026 development expenditure of the Ministry of Health is projected to be \$2.47 billion. This is an increase of \$581.36 million or 30.8% compared to the revised FY2025 development expenditure of \$1.89 billion. The increase is mainly due to expected construction progress milestones for the construction of Alexandra Hospital redevelopment, new Eastern General Hospital, and new Health Sciences Authority Building, as well as IT infrastructure of new healthcare facilities and other major IT projects.

## ***Total Expenditure by Programmes***

### *Services Programme*

The Services Programme includes funding to public hospitals and healthcare institutions, community hospitals, general practitioners, long-term care facilities, and other institutions, and also provides funding for integrated care initiatives. The FY2026 operating budget for this programme is \$15.55 billion or 77.6% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$2.07 billion or 84.0% of the total FY2026 development expenditure.

### *Ministry of Health Headquarters Programme*

The Ministry of Health Headquarters Programme covers functions such as formulation of national policies on health and ageing, systems planning and governance, healthcare manpower planning and development, research, and corporate functions at MOH headquarters, such as financial and personnel administration, corporate communications, community engagement, as well as information management and systems development for the Ministry and its Statutory Boards. The programme also provides funding to the Health Sciences Authority to support health and non-health regulatory and compliance agencies in safeguarding public health. The FY2026 operating budget for this programme is \$3.54 billion or 17.6% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$296.74 million or 12.0% of the total FY2026 development expenditure.

### *Health Promotion and Preventive Healthcare Programme*

The Health Promotion and Preventive Healthcare Programme encapsulates policies and programmes that seek to prevent or reduce the incidence and prevalence of ill health, such as the implementation of measures targeting the primary and secondary prevention of diseases. The FY2026 operating budget for this programme is \$948.64 million or 4.7% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$97.49 million or 4.0% of the total FY2026 development expenditure.

### ***Other Consolidated Fund Outlays***

The FY2026 other consolidated fund outlays of the Ministry of Health are projected to be \$0.02 million. There is no change compared to the revised FY2025 other consolidated fund outlays of \$0.02 million.

## Total Expenditure by Programme

Code	Programme	Running Costs		Operating Expenditure		Development Expenditure		Total Expenditure
		\$	\$	\$	\$	\$	\$	
O-A	Ministry of Health Headquarters Programme	1,578,246,200	1,956,754,000	3,535,000,200	296,735,600	3,831,735,800		
O-D	Services Programme	1,430,805,300	14,120,913,700	15,551,719,000	2,073,339,000	17,625,058,000		
O-G	Health Promotion and Preventive Healthcare Programme	711,058,700	237,584,800	948,643,500	97,491,800	1,046,135,300		
<b>Total</b>		<b>3,720,110,200</b>	<b>16,315,252,500</b>	<b>20,035,362,700</b>	<b>2,467,566,400</b>	<b>22,502,929,100</b>		

## Development Expenditure by Project

Project Title	Actual Expenditure							
	Total Project Cost	Up to End of		Actual FY2024	Estimated FY2025	Revised FY2025		
		\$	\$					
<b>DEVELOPMENT EXPENDITURE</b>	...	...	...	<b>1,365,042,247</b>	<b>2,067,888,400</b>	<b>1,886,211,200</b>	<b>2,467,566,400</b>	
<b>GOVERNMENT DEVELOPMENT</b>	...	...	...	848,168,892	1,512,058,300	1,253,324,300	1,795,609,400	
<b>MINISTRY OF HEALTH HEADQUARTERS PROGRAMME</b>								
New MOH Headquarters Building	37,420,000	5,602,384	634,310	5,514,800	6,072,400	9,502,600		
Development of MOH New Subvention System	16,925,000	4,987,510	1,977,581	–	3,000,000	4,800,000		
Development of the Professional Registration IT System 2.0	22,250,500	–	8,002,958	–	3,300,000	5,000,000		
Health Empowerment Through Advanced Learning & Intelligent Exchange IT Project Implementation	22,839,000	–	–	–	–	1,000,000		
Minor Development Projects	...	...	10,523,734	9,635,200	4,041,900	3,464,600		
New Projects	...	...	–	91,685,500	–	–		
Completed Projects	...	...	24,939,938	–	6,510,000	–		
<b>SERVICES PROGRAMME</b>								
Redevelopment of Changi General Hospital	536,537,900	404,220,843	2,359,066	2,025,000	1,600,000	1,800,000		
Development of Senior Care Centres	255,967,900	38,934,054	4,541,618	6,300,000	674,000	1,201,800		
Expansion of National Skin Centre	235,252,400	137,613,335	14,419,134	–	2,500,000	5,700,000		
Development of New National Cancer Centre Singapore Building	820,524,000	461,627,152	10,872,901	–	200,000	2,000,000		
Integrated Care Hub	423,971,600	314,581,343	10,784,092	24,104,100	6,102,000	19,010,000		
Woodlands Health Campus	1,764,192,200	1,389,583,883	41,876,072	46,473,300	42,255,200	11,896,700		
Singapore General Hospital Emergency Medicine Building and Campus Utility Plant Project	485,984,800	355,915,462	33,597,785	31,744,400	17,100,500	2,507,500		
New Health Sciences Authority Building	606,130,500	19,793,122	21,303,980	99,969,300	62,000,000	203,503,300		
Singapore General Hospital Elective Care Centre	1,158,193,700	173,049,717	146,478,345	405,566,200	397,813,600	315,102,600		
Development of a New Government-built Nursing Home at West Coast Link	64,511,400	52,758,095	346,158	4,199,200	2,604,000	10,000		
Redevelopment of Pasir Ris Polyclinic	45,988,000	19,641,956	11,528,185	3,263,500	1,451,600	813,000		
Development of a New Government-built Nursing Home at Macpherson Road	51,632,000	41,264,576	843,990	3,440,300	1,540,200	1,353,600		
Redevelopment of Toa Payoh Polyclinic	63,548,999	–	–	–	23,742,400	15,175,400		

Project Title	Total Project Cost	Actual Expenditure				
		Up to End of FY2023	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
		\$	\$	\$	\$	\$
New Government Build-Own-Lease Nursing Home and a Senior Care Centre at Tampines Street 62	63,580,400	46,681,568	788,638	2,306,500	1,911,900	1,918,700
Redevelopment of Jurong Polyclinic and Development of a New Nursing Home in Jurong East Planning Area	239,348,848	4,462,074	15,700,457	–	54,297,200	63,385,700
Development of New Polyclinic in Tengah	43,888,000	8,246,908	11,442,523	7,976,300	10,300,000	4,100,000
Development of a New Government-built Nursing Home at Chin Cheng Avenue	51,193,500	26,498,497	16,868,242	943,100	581,700	772,900
Development of Polyclinic and Kidney Dialysis Centre in Yew Tee	54,939,000	–	–	3,358,000	12,412,300	10,343,600
Development of a Polyclinic and Active Ageing Hub and Kidney Dialysis Centre in Serangoon	111,340,300	20,469,830	35,210,907	8,306,700	22,666,800	9,321,600
Development of a New Government-built Nursing Home at Aljunied Road	64,577,900	54,072,292	2,038,157	1,360,000	522,000	10,000
Redevelopment of Alexandra Hospital - Phase 1	2,366,627,574	32,586,232	112,660,276	2,710,000	87,803,100	345,395,900
Development of a New Government-built Nursing Home at Punggol Field	47,947,200	19,267,922	20,581,150	2,055,200	167,700	5,283,900
Development of a Polyclinic, Nursing Home and Kidney Dialysis Centre at Kaki Bukit	129,208,657	2,392,218	5,077,672	–	25,316,400	26,364,500
Alexandra Hospital Decanting Works	97,320,100	61,384,582	21,164,038	2,268,000	1,631,300	2,783,200
Development of Polyclinic and Nursing Home at Bidadari	128,901,313	2,168,627	8,303,429	39,097,300	21,474,300	45,700,000
Development of Nursing Home at Yishun Avenue 6	76,269,800	8,611,822	27,900,620	23,591,800	25,335,000	2,586,900
Development of Eastern Integrated Health Campus at Bedok North	2,319,532,500	33,688,942	87,702,192	–	110,374,500	240,989,400
Development of a New Government-built Nursing Home and Co-Located Eldercare Centre at Tampines South	65,956,600	26,529,498	28,247,500	4,193,600	731,900	555,600
Development of New Build-Own-Lease Nursing Home at Tanjong Katong	77,320,100	3,584,669	20,336,958	20,700,000	29,526,100	6,574,800
Development of New Build-Own-Lease Nursing Home at Hougang Ave 3	71,407,300	4,437,251	15,011,400	24,399,600	28,610,700	9,475,500
Redevelopment of Clementi Polyclinic	66,494,900	1,741,747	5,242,461	11,304,000	19,830,000	36,375,000
Development of a New Polyclinic and Kidney Dialysis Centre in Taman Jurong	73,866,600	1,194,670	2,937,629	16,327,100	14,183,800	35,895,300
Redevelopment of Queenstown Polyclinic	92,296,100	–	–	14,399,600	4,500,000	9,650,000
Development of 18 Active Ageing Centres Located in HDB Estates	22,475,000	480,900	5,699,371	–	3,639,800	2,374,300
Development of a New Government-built Nursing Home at Tampines Street 42	57,504,500	860,791	9,512,905	16,884,700	24,147,400	12,019,400
Development of a New Government-built Nursing Home at Jelapang Road	63,620,400	1,142,141	7,790,096	22,722,300	24,733,800	28,025,000
Consultancy Services and Forward Works for Singapore General Hospital Phase 2A Development at Outram Medical Campus	108,513,000	–	739,748	–	5,180,000	29,650,000
Development of a New Government-built Nursing Home at Anchorvale Lane	53,325,700	915,448	1,132,560	14,541,700	18,024,800	24,455,200
Development of a New Government-built Nursing Home at Bukit Purmei	68,669,500	–	1,125,456	3,812,900	2,824,100	18,492,200
Development of a New Government-built Nursing Home at Dover Road	91,968,700	–	422,364	2,482,700	1,600,800	15,453,400
Development of 2nd Batch of 8 Active Ageing Centres	12,900,300	–	–	–	1,245,000	2,835,000
Development of New Build-Own-Lease Nursing Home at Miltonia Close	94,158,800	–	–	2,451,600	1,451,200	4,338,600
Development of a New Government-built Nursing Home at Lorong Chencharu	76,533,100	–	–	–	1,445,800	4,053,300

Project Title	Total Project Cost	Actual Expenditure				
		Up to End of	Actual	Estimated	Revised	Estimated
		FY2023	FY2024	FY2025	FY2025	FY2026
	\$	\$	\$	\$	\$	\$
Conversion of Bright Vision Community Hospital at 5 Lorong Napiri to a Build-Own-Lease Psychiatric Nursing Home	40,782,024	–	1,179,479	22,950,000	29,245,100	6,888,400
Development of Tengah General and Community Hospital	134,818,982	–	–	–	22,609,300	34,454,000
Development of a New Government-built Nursing Home at Buangkok Green	91,335,624	–	–	1,849,600	519,000	3,159,500
Development of Nursing Home at Ganges Avenue	19,035,500	–	–	–	1,243,000	2,483,300
Development of a New Government-built Nursing Home at Fernvale Street	99,749,100	–	–	–	506,000	3,629,100
Development of Tan Tock Seng Hospital (TTSH) Pavilion	112,980,100	–	–	–	18,150,000	70,000,000
Development of Nursing Home at Ghim Moh Link	96,684,600	–	–	–	412,300	1,280,000
Consultancy Services and Forward Works for the Redevelopment of the Communicable Disease Centre 2 for TTSH Medical Tower	195,854,929	–	–	–	8,097,900	27,811,700
Development of a New Government-Built Nursing Home at Woodlands Drive 64	72,388,700	–	–	–	361,900	1,314,000
Consultancy Services and Forward Works for Phase 1 Redevelopment of National University Hospital Kent Ridge Campus	168,176,100	–	–	–	8,044,700	25,476,400
New Projects	...	...	–	481,325,700	295,800	6,093,000
Completed Projects	...	...	23,387,166	3,019,500	17,262,100	–
<b>HEALTH PROMOTION AND PREVENTIVE HEALTHCARE PROGRAMME</b>						
Development of Integrated Disease Outbreak System	49,222,863	5,924,181	14,935,651	–	7,600,000	10,000,000
New Projects	...	...	–	20,800,000	–	–
<b>GRANTS &amp; CAPITAL INJECTIONS TO ORGANISATIONS</b>						
<b>MINISTRY OF HEALTH HEADQUARTERS PROGRAMME</b>						
Electronic Financial Assistance Scheme System	43,340,000	19,840,211	–	–	11,000,000	8,000,000
National Electronic Health Record Phase 2	162,720,000	35,741,186	8,249,750	19,562,300	19,000,000	20,000,000
Billing Transformation IT Programme	93,011,000	58,217,136	10,096,232	–	10,000,000	10,000,000
National Harmonised Integrated Pharmacy Solution IT Programme	61,969,000	43,435,156	4,464,110	3,162,000	6,900,000	6,500,000
Costing Systemisation IT System Implementation	6,685,000	4,412,015	304,484	207,000	800,000	500,000
Public Service Transformation Budget MOH	42,468,300	1,251,199	843,943	2,332,500	3,258,000	5,253,000
Funding for InterRAI Implementation for Standardised Care Assessment in the Community Care Sector	17,811,200	3,493,066	3,839,328	2,387,800	6,300,000	1,200,000
Age Well SG Technology Implementation	21,530,800	–	172,934	–	5,000,000	3,000,000
Synapxe IT Resiliency Project for Public Healthcare IT Systems	266,370,000	–	1,205,476	–	21,000,000	50,000,000
Health Empowerment Through Advanced Learning & Intelligent Exchange IT Project Implementation	22,839,000	–	–	–	3,300,000	2,700,000
Implementation of Next Generation Electronic Medical Record Phase 2 for SingHealth	713,200,000	–	93,000,000	–	40,000,000	60,000,000

Project Title	Total Project Cost	Actual Expenditure				
		Up to End of	Actual	Estimated	Revised	Estimated
		FY2023	FY2024	FY2025	FY2025	FY2026
	\$	\$	\$	\$	\$	\$
Matched MediSave Scheme and One-Off Cohort-Based MediSave Bonus	3,760,000	–	–	–	3,300,000	260,000
Minor Development Projects	...	...	17,628,245	26,514,800	28,247,400	16,994,600
New Projects	...	...	–	37,289,200	11,803,300	88,560,800
Completed Projects	...	...	135,916,196	61,595,200	70,018,700	–
<b>SERVICES PROGRAMME</b>						
IT Infrastructure and Applications for Woodlands Health Campus	85,540,000	45,840,315	15,610,814	19,809,000	7,000,000	1,000,000
IT Systems for New National Cancer Centre Singapore Building	54,890,000	26,593,527	1,505,982	9,993,000	800,000	1,600,000
Implementation of Core IT Systems for Woodlands Health Campus	61,560,000	15,328,139	13,346,277	21,141,000	6,700,000	1,000,000
IT Implementation for Development of the Singapore General Hospital Emergency Medicine Building	42,902,000	4,646,220	13,625,543	3,185,000	6,100,000	1,800,000
Cyclical Maintenance, Repairs and Renovations of Existing Buildings	94,231,600	–	8,277,008	–	20,000,000	20,800,000
Infrastructure Projects with Service/Capacity Implications for Public Healthcare Institutions	508,827,000	–	137,547,298	–	239,895,400	131,384,300
Infrastructure Projects with Service/Capacity Implications for Intermediate and Long-Term Care Sector and Social Service Agencies	129,988,600	–	29,226,684	–	26,835,100	32,798,500
Infrastructure Projects for MOH Agencies and Statutory Boards, Projects Arising from Whole-of Government/MOH's Initiatives with No Service/Capacity Implications	42,444,200	–	3,683,079	–	7,045,400	7,397,700
IT Implementation of Serangoon Polyclinic	14,532,000	–	–	4,850,000	9,000,000	5,000,000
IT for Singapore General Hospital Elective Care Centre & National Dental Centre Singapore Building	95,124,000	–	–	5,612,000	2,900,000	28,000,000
HSA IT Digital All-in-one System for Health Products (DASH)	6,180,000	–	–	–	–	2,000,000
Interagency Taskforce on Mental Health and Well-being	1,203,113	–	–	–	330,600	320,000
IT for Kaki Bukit Polyclinic	6,428,000	–	–	–	1,000,000	1,900,000
Minor Development Projects	...	...	–	–	538,700	773,900
New Projects	...	...	–	258,821,800	5,952,300	75,722,400
Completed Projects	...	...	18,329,973	8,404,000	1,335,000	–
<b>HEALTH PROMOTION AND PREVENTIVE HEALTHCARE PROGRAMME</b>						
Communicable Diseases Agency (Tranche 1 Development)	9,830,000	–	–	–	1,301,500	8,528,500
Active Ageing Centre Expansion	101,619,500	–	–	–	17,000,000	22,800,000
Development of 3rd Batch of 11 Active Ageing Centres	17,737,900	–	–	–	2,528,600	4,979,800
New Projects	...	...	–	70,963,500	–	51,183,500
Completed Projects	...	...	–	–	36,696,900	–

## KEY PERFORMANCE INDICATORS

### Desired Outcomes

- Good health outcomes
- Quality healthcare
- Accessible healthcare
- Affordable healthcare

### Key Performance Indicators

Desired Outcome	Performance Indicator	Actual FY2023	Actual FY2024	Revised FY2025	Estimated FY2026
Good health outcomes	Life expectancy at birth (years) <sup>1,2</sup>				
	a) Females	87.5	≥87.5	≥87.5	≥87.5
	b) Males	83.1	≥83.1	≥83.1	≥83.1
	Health adjusted life expectancy at birth (years) <sup>1,2</sup>				
	a) Females	75.4	≥75.4	≥75.4	≥75.4
	b) Males	72.8	≥72.8	≥72.8	≥72.8
	Premature mortality rate from cancer (per 100,000 residents aged 35 to 74) <sup>1,3</sup>	116.1	119.4	≤119.4	≤119.4
	Premature mortality rate from ischemic heart disease (per 100,000 residents aged 35 to 74) <sup>1,3</sup>	70.1	68.7	≤68.7	≤68.7
	Premature mortality rate from stroke (per 100,000 residents aged 35 to 74) <sup>1,3</sup>	18.3	17.1	≤17.1	≤17.1
	Prevalence of daily smoking (%) <sup>1,4</sup>	8.8	8.4	≤8.4	≤8.4
	Prevalence of obesity (Body Mass Index ≥ 30kg/m <sup>2</sup> ) (%) <sup>1,4,5</sup>	12.7	12.7	≤12.7	≤12.7
	Prevalence of diabetes mellitus (age-adjusted) (%) <sup>1,4,5,6</sup>	8.8	8.8	≤8.8	≤8.8
	Prevalence of high LDL cholesterol (age-adjusted) (%) <sup>1,4,5,6</sup>	30.1	30.1	≤30.1	≤30.1
	Prevalence of high blood pressure (age-adjusted) (%) <sup>1,4,5,6</sup>	33.0	33.0	≤33.0	≤33.0
	Prevalence of poor mental health (%) <sup>1,4,7</sup>	15.0	15.4	≤15.4	≤15.4
	% of Singapore residents aged 65 to 74 who had ever received at least one type of pneumococcal vaccination (i.e. PCV13, PCV15, PPSV23, or PCV20) <sup>1,8</sup>	53.8	59.7	62.1	65.0
Quality healthcare	Adjusted acute hospital 30-day readmission rate (%) <sup>1,9</sup>	11.0	11.3	11.4	≤11.4

<sup>1</sup> Figures for these indicators are reported on a Calendar Year (CY) basis.

<sup>2</sup> Figures are based on data from the Global Burden of Disease (GBD) Study. The latest available data is for 2023. Figures for Actual FY2024 and Revised FY2025 are set based on the maintenance/improvement of Actual FY2023 data.

<sup>3</sup> Figures are based on data from the Registry of Birth and Deaths (RBD). Figure for Actual FY2024 is provisional as some causes of death are still being classified. Revised FY2025 figure is set based on the maintenance/improvement of Actual FY2024 data.

<sup>4</sup> Figures are based on data from the National Population Health Survey (NPHS) which surveys Singapore residents aged 18 to 74 years. Revised FY2025 figure is set based on the maintenance/improvement of Actual FY2024 data.

<sup>5</sup> Figures for these indicators are reported biennially. As such, the same figures are reported for Actual FY2023 and FY2024.

<sup>6</sup> In contrast to the data reported in the FY2025 Revenue and Expenditure Estimates, data for this indicator is now age-adjusted to account for age as a confounding factor.

<sup>7</sup> Poor mental health is defined using the 12-item General Health Questionnaire (GHQ-12) scores ≥ 3.

<sup>8</sup> Figures are based on data from the National Immunisation Registry (NIR). Revised FY2025 figure is as of 31 October 2025.

<sup>9</sup> Data for this indicator is adjusted for age and case-mix. Revised FY2025 figure is based on data from January 2025 to June 2025.

Desired Outcome	Performance Indicator	Actual FY2023	Actual FY2024	Revised FY2025	Estimated FY2026
Accessible healthcare	% of patients who waited ≤100 minutes for consultation at polyclinics <sup>1, 10</sup>	99.3	99.2	99.7	≥95.0
	% of patients who waited ≤ 60 days for new subsidised specialist outpatient clinics appointment <sup>1, 11</sup>	74.1	71.8	80.4	>75.0
	Doctors per population <sup>1, 12</sup>	1:353	1:343	1:333	1:335
	Nurses per population <sup>1, 12</sup>	1:128	1:120	1:117	1:117
Affordable healthcare	Average proportion of post-subsidy bill amount paid by MediSave and MediShield Life for Class B2/C bills (%) <sup>1</sup>	87.5	82.7	≥90.0	≥90.0

<sup>10</sup> Revised FY2025 figure is based on data from January 2025 to October 2025.

<sup>11</sup> Revised FY2025 figure is based on data from January 2025 to September 2025.

<sup>12</sup> Revised FY2025 figure is based on registered stock of doctors/nurses as of October 2025 over actual population as of June 2025.



Head P

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Ministry of Home Affairs



## HEAD P

### MINISTRY OF HOME AFFAIRS

#### OVERVIEW

##### Mission Statement

We work together as one Home Team, and in partnership with the community, to keep Singapore safe and secure.

#### FY2026 EXPENDITURE ESTIMATES

##### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised	Revised FY2025
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
<b>TOTAL EXPENDITURE</b>		<b>8,453,684,525</b>	<b>9,202,762,500</b>	<b>9,662,762,500</b>	<b>11,694,421,000</b>	<b>2,031,658,500</b>	<b>21.0</b>
<b>MAIN ESTIMATES</b>							
<b>OPERATING EXPENDITURE</b>		<b>7,576,646,601</b>	<b>8,017,421,000</b>	<b>8,489,575,500</b>	<b>9,232,333,600</b>	<b>742,758,100</b>	<b>8.7</b>
<i>RUNNING COSTS</i>		7,479,548,380	7,905,761,900	8,384,362,100	9,102,790,100	718,428,000	8.6
<i>Expenditure on Manpower</i>		<b>3,700,365,147</b>	<b>3,737,879,000</b>	<b>4,015,533,000</b>	<b>4,099,247,600</b>	<b>83,714,600</b>	<b>2.1</b>
1200	Political Appointments	1,264,873	1,274,800	2,551,700	2,532,500	(19,200)	(0.8)
1500	Permanent Staff	3,467,845,834	3,477,999,300	3,766,818,300	3,864,650,500	97,832,200	2.6
1600	Temporary, Daily-Rated and Other Staff	231,254,440	258,604,900	246,163,000	232,064,600	(14,098,400)	(5.7)
<i>Other Operating Expenditure</i>		<b>3,133,353,845</b>	<b>3,396,267,500</b>	<b>3,502,902,500</b>	<b>3,698,799,300</b>	<b>195,896,800</b>	<b>5.6</b>
2100	Consumption of Products and Services	2,875,202,319	3,106,042,700	3,186,781,100	2,514,040,400	(672,740,700)	(21.1)
2200	Maintenance	—	—	—	945,210,600	945,210,600	n.a.
2300	Staff Development and Well-Being	—	—	—	146,385,600	146,385,600	n.a.
2300A	Manpower Development	117,774,779	123,719,800	125,880,700	—	(125,880,700)	(100.0)
2400	International and Public Relations, Communications	101,545,382	132,466,200	144,294,200	44,130,000	(100,164,200)	(69.4)
2700	Asset Acquisition	29,956,185	27,235,400	34,195,000	34,220,100	25,100	0.0
2800	Miscellaneous	8,875,179	6,803,400	11,751,500	14,812,600	3,061,100	26.0
<i>Grants, Transfers and Capital Injections</i>		<b>645,829,388</b>	<b>771,615,400</b>	<b>865,926,600</b>	<b>1,304,743,200</b>	<b>438,816,600</b>	<b>50.7</b>
3100	Grants and Capital Injections to Statutory Boards	636,517,122	763,520,000	854,453,500	1,291,400,000	436,946,500	51.1
3400	Grants and Capital Injections to Others	9,312,266	8,095,400	11,473,100	13,343,200	1,870,100	16.3
<i>TRANSFERS</i>		97,098,221	111,659,100	105,213,400	129,543,500	24,330,100	23.1
3500	Social Transfers to Individuals	71,578,558	77,430,100	66,401,000	89,339,000	22,938,000	34.5
3600	Transfers to Institutions and Organisations	23,985,293	33,522,900	37,013,700	39,811,700	2,798,000	7.6
3800	International Organisations and Overseas Development Assistance	1,534,370	706,100	1,798,700	392,800	(1,405,900)	(78.2)

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>7,204,442</b>	<b>10,331,000</b>	<b>10,279,800</b>	<b>10,362,000</b>	<b>82,200</b>	<b>0.8</b>
4600	Loans and Advances (Disbursement)	7,204,442	10,331,000	10,279,800	10,362,000	82,200	0.8
DEVELOPMENT ESTIMATES							
	<b>DEVELOPMENT EXPENDITURE</b>	<b>877,037,925</b>	<b>1,185,341,500</b>	<b>1,173,187,000</b>	<b>2,462,087,400</b>	<b>1,288,900,400</b>	<b>109.9</b>
5100	Government Development	808,592,926	1,148,141,500	1,173,042,900	2,173,850,300	1,000,807,400	85.3
5200	Grants and Capital Injections to Organisations	68,444,998	37,200,000	144,100	288,237,100	288,093,000	n.a.
	<b>OTHER DEVELOPMENT FUND OUTLAYS</b>	<b>8,000,000</b>	<b>62,000,000</b>	<b>62,000,000</b>	<b>210,000,000</b>	<b>148,000,000</b>	<b>238.7</b>
5500	Land-Related Expenditure	8,000,000	62,000,000	62,000,000	210,000,000	148,000,000	238.7

## Establishment List

Category/Personnel	Actual	Estimated	Revised	Estimated
	FY2024	FY2025	FY2025	FY2026
<b>POLITICAL APPOINTMENTS</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>5</b>
Minister	2	2	2	2
Senior Minister of State	–	–	2	2
Minister of State	2	2	1	1
<b>PERMANENT STAFF</b>	<b>26,456</b>	<b>29,168</b>	<b>27,274</b>	<b>29,247</b>
Accounting Profession (2008)	2	2	1	2
Administrative	5	12	6	12
Commercial Affairs Scheme (2008)	179	195	189	249
Corporate Support	1	–	2	–
Director, Internal Security Department	1	1	1	1
Education Service (2008)	12	15	13	13
Estate Maintenance	4	7	3	3
Home Affairs Services (ICA) 2017	5,290	6,102	5,489	5,916
Home Affairs Uniformed Services (Civil Defence) 2017	2,537	2,711	2,714	2,667
Home Affairs Uniformed Services (Narcotics) 2017	742	779	775	846
Home Affairs Uniformed Services (Police) 2016	12,779	14,185	13,108	14,227
Home Affairs Uniformed Services (Prisons) 2017	1,943	1,954	1,953	2,022
Home Team Specialist Scheme (HTSS)	271	319	288	335
Information Service (2008)	2	2	3	3
Language Executive Scheme (2008)	1	1	1	1
Language Executive	13	22	21	22
Legal	8	8	7	8
Management Executive Scheme (2008)	2,603	2,817	2,535	2,780
Management Support Scheme (2008)	27	–	21	1
Management Support Scheme (Language Officer)	3	3	3	3
Mechanical Support	6	6	6	6
Medical Scheme 2002	6	9	8	9
Operations Support	20	18	19	14
Others	–	–	107	107
Technical Support Scheme (2008)	1	–	1	–
<b>TOTAL</b>	<b>26,460</b>	<b>29,172</b>	<b>27,279</b>	<b>29,252</b>

## **FY2025 BUDGET**

The revised FY2025 total expenditure of the Ministry of Home Affairs is expected to be \$9.66 billion. This is an increase of \$1.21 billion or 14.3% compared to the actual FY2024 total expenditure of \$8.45 billion. Of the revised FY2025 total expenditure, \$8.49 billion or 87.9% is for operating expenditure while \$1.17 billion or 12.1% is for development expenditure.

### ***Operating Expenditure***

The revised FY2025 operating expenditure of the Ministry of Home Affairs is expected to be \$8.49 billion. This is an increase of \$912.93 million or 12.0% compared to the actual FY2024 operating expenditure of \$7.58 billion. The increase is mainly due to higher operating grants to the Home Team Science and Technology Agency, and higher expenditure on manpower and other operational needs such as ICT support and infrastructure services, security services, and repair and maintenance of buildings.

### ***Development Expenditure***

The revised FY2025 development expenditure of the Ministry of Home Affairs is expected to be \$1.17 billion. This is an increase of \$296.15 million or 33.8% compared to the actual FY2024 development expenditure of \$877.04 million. The increase is mainly due to the progressive payments for several ongoing projects. These include the redevelopment of the Woodlands Checkpoint, further enhancements of the land checkpoints, the immigration and security requirements of the Johor Bahru – Singapore Rapid Transit System Link, the expansion and upgrading of the Police Cameras network, and the development of the Home Team Complex and the Home Team Tactical Centre.

### ***Other Consolidated Fund Outlays***

The revised FY2025 other consolidated fund outlays of the Ministry of Home Affairs are expected to be \$10.28 million. This is an increase of \$3.08 million or 42.7% compared to the actual FY2024 other consolidated fund outlays of \$7.20 million. The increase is mainly due to the reinstatement of some overseas training activities which were cancelled or postponed in FY2024.

### ***Other Development Fund Outlays***

The revised FY2025 other development fund outlays of the Ministry of Home Affairs are expected to be \$62.00 million. This is an increase of \$54.00 million or 675.0% compared to the actual FY2024 other development fund outlays of \$8.00 million. The increase is mainly due to land-related expenditure for reclamation works as part of the redevelopment of the Woodlands Checkpoint.

## **FY2026 BUDGET**

The FY2026 total expenditure of the Ministry of Home Affairs is projected to be \$11.69 billion. This is an increase of \$2.03 billion or 21.0% compared to the revised FY2025 total expenditure of \$9.66 billion. Of the FY2026 total expenditure, \$9.23 billion or 78.9% is for operating expenditure while \$2.46 billion or 21.1% is for development expenditure.

## ***Operating Expenditure***

The FY2026 operating expenditure of the Ministry of Home Affairs is projected to be \$9.23 billion. This is an increase of \$742.76 million or 8.7% compared to the revised FY2025 operating expenditure of \$8.49 billion. The increase is mainly due to higher operating grants to the Home Team Science and Technology Agency and higher expenditure on manpower and operational needs such as increased deployment of artificial intelligence capabilities, ICT support and infrastructure services, security services, and maintenance of buildings and vehicles.

## ***Development Expenditure***

The FY2026 development expenditure of the Ministry of Home Affairs is projected to be \$2.46 billion. This is an increase of \$1.29 billion or 109.9% compared to the revised FY2025 development expenditure of \$1.17 billion. The increase is mainly due to progressive payments for ongoing projects, such as those to further strengthen immigration control and border security, and for the impending operationalisation of the Johor Bahru – Singapore Rapid Transit System Link, the Home Team Complex as well as the Home Team Tactical Centre.

### ***Total Expenditure by Programmes***

#### *Police Programme*

The Police Programme aims to uphold the law; protect life and property; prevent, deter, and detect crime and disorder; and preserve the internal security of Singapore. Other functions include formulating and enforcing road traffic rules and regulations; and testing and licensing motorists. The FY2026 operating budget for this programme is \$4.17 billion or 45.2% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$710.40 million or 28.9% of the total FY2026 development expenditure.

#### *Immigration and Checkpoint Control Programme*

The Immigration and Checkpoint Control Programme focuses on immigration control and safeguarding Singapore's borders against the entry of undesirable persons, goods, and conveyances; the administration of laws on immigration, citizenship, and national registration; and enforcement against immigration offences. The FY2026 operating budget for this programme is \$1.50 billion or 16.2% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$1.09 billion or 44.4% of the total FY2026 development expenditure.

#### *Home Team Science and Technology Agency Programme*

The Home Team Science and Technology Agency Programme focuses on developing and maintaining cutting-edge technologies to enhance the Home Team's effectiveness and efficiency. The FY2026 operating budget for this programme is \$1.26 billion or 13.6% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$288.24 million or 11.7% of the total FY2026 development expenditure.

#### *Civil Defence Programme*

The Civil Defence Programme aims to safeguard lives and property by providing firefighting, rescue, and emergency medical services; enforcing fire safety; managing civil defence shelters; and promoting emergency preparedness. The FY2026 operating budget for this programme is \$765.01 million or 8.3% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$175.40 million or 7.1% of the total FY2026 development expenditure.

### *Offender Management and Rehabilitation Programme*

The Offender Management and Rehabilitation Programme administers, maintains, and operates penal institutions and Drug Rehabilitation Centres for the safe custody, rehabilitation, and reintegration of offenders, whilst supporting their families through community partnerships. The FY2026 operating budget for this programme is \$789.69 million or 8.6% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$66.75 million or 2.7% of the total FY2026 development expenditure.

### *Administration Programme*

The Administration Programme sets policies and reviews legislations to enable the work of the Home Team. The FY2026 operating budget for this programme is \$438.52 million or 4.7% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$83.62 million or 3.4% of the total FY2026 development expenditure.

### *Drug Enforcement Programme*

The Drug Enforcement Programme aims to build a drug-free Singapore through enforcement operations against traffickers and abusers, preventive drug education, and community engagement. The FY2026 operating budget for this programme is \$225.62 million or 2.4% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$38.55 million or 1.6% of the total FY2026 development expenditure.

### *Home Team Academy Programme*

The Home Team Academy Programme focuses on training and learning for Home Team officers. The FY2026 operating budget for this programme is \$48.25 million or 0.5% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$7.03 million or 0.3% of the total FY2026 development expenditure.

### *Yellow Ribbon Singapore Programme*

The Yellow Ribbon Singapore Programme supports inmates' and ex-offenders' skills training to enhance their employment prospects and their reintegration into society, and fosters an effective aftercare support system. The FY2026 operating budget for this programme is \$32.40 million or 0.4% of the total FY2026 operating expenditure.

### *Other Consolidated Fund Outlays*

The FY2026 other consolidated fund outlays of the Ministry of Home Affairs are projected to be \$10.36 million. This is an increase of \$0.08 million or 0.8% compared to the revised FY2025 other consolidated fund outlays of \$10.28 million. The increase is mainly due to incidental expenses and advances for officers' overseas work attachments and trips.

### *Other Development Fund Outlays*

The FY2026 other development fund outlays of the Ministry of Home Affairs are projected to be \$210.00 million. This is an increase of \$148.00 million or 238.7% compared to the revised FY2025 other development fund outlays of \$62.00 million. The increase is mainly due to land-related expenditure for reclamation works as part of the redevelopment of the Woodlands Checkpoint.

## Total Expenditure by Programme

Code	Programme	Running	Operating	Development	Total	
		Costs	Transfers	Expenditure	Expenditure	
		\$	\$	\$	\$	
P-A	Administration Programme	436,658,800	1,862,800	438,521,600	83,620,900	522,142,500
P-C	Police Programme	4,166,071,700	7,744,700	4,173,816,400	710,397,500	4,884,213,900
P-D	Civil Defence Programme	764,866,200	146,100	765,012,300	175,402,900	940,415,200
P-F	Offender Management and Rehabilitation Programme	670,485,900	119,207,900	789,693,800	66,745,900	856,439,700
P-G	Drug Enforcement Programme	225,441,300	182,000	225,623,300	38,553,600	264,176,900
P-H	Immigration and Checkpoint Control Programme	1,499,619,600	400,000	1,500,019,600	1,092,094,600	2,592,114,200
P-I	Home Team Academy Programme	48,246,600	–	48,246,600	7,034,900	55,281,500
P-J	Home Team Science and Technology Agency Programme	1,259,000,000	–	1,259,000,000	288,237,100	1,547,237,100
P-K	Yellow Ribbon Singapore Programme	32,400,000	–	32,400,000	–	32,400,000
<b>Total</b>		<b>9,102,790,100</b>	<b>129,543,500</b>	<b>9,232,333,600</b>	<b>2,462,087,400</b>	<b>11,694,421,000</b>

## Development Expenditure by Project

Project Title	Actual					
	Total Project Cost	Expenditure		Actual FY2024	Estimated FY2025	Revised FY2025
		Up to End of	FY2023			
	\$	\$	\$	\$	\$	\$
<b>DEVELOPMENT EXPENDITURE</b>	...	...	877,037,925	1,185,341,500	1,173,187,000	2,462,087,400
<i>GOVERNMENT DEVELOPMENT</i>	...	...	808,592,926	1,148,141,500	1,173,042,900	2,173,850,300
<b>ADMINISTRATION PROGRAMME</b>						
MHA Command, Control and Communication System (MHA C3)– Tech Refresh	33,246,200	22,093,159	1,659,326	2,673,700	3,322,600	914,300
Renovation Project	27,841,400	14,888,097	1,203,365	–	415,300	550,000
MHA Mobile Data Network	159,540,200	107,959,524	1,485,412	19,433,900	6,920,900	13,768,600
MHA-DSTA Block Agreement	50,126,000	14,535,253	3,420,310	3,000,000	2,874,400	1,800,000
MHA Integrated Video Hub	141,100,000	104,113,399	6,909,990	4,000,000	7,246,000	6,319,800
Consultancy Services for Annex to New Phoenix Park	19,238,000	2,610,589	–	–	677,700	3,758,100
Integrated Logistics Management System Phase 2	16,555,010	8,779,437	–	–	5,820,000	1,955,100
MHA Enterprise Geographical Information System	37,490,000	26,383,220	253,480	1,167,800	1,642,600	722,500
Ministry of Home Affairs Communications Network (2) Phase 3	31,359,000	6,813,422	5,610,072	–	535,400	103,900
MHA Command, Control and Communication System (MHA C3)– Privileged Access Management System (PAMS)	14,166,200	7,054,914	1,343,887	1,429,900	2,109,900	190,400
Consultancy Services for the Development of Home Team Tactical Centre Phase 3C	48,557,700	–	–	7,930,200	1,304,200	1,654,700
Generic Crisis and Incident Management System	43,340,000	6,677,594	6,150,275	9,082,000	7,578,500	3,501,000
MHA Electronic Registry System	14,304,000	–	567,303	1,435,400	726,300	1,701,900
MHA NSPortal	9,600,000	29,748	4,445,404	441,300	1,092,400	1,092,200
Registry of Societies and Registry of Foreign and Political Disclosures E-Services	5,620,000	493,330	3,263,883	509,500	1,347,400	515,300
Development of Integrated Project Information & Management System	10,256,305	–	796,856	1,673,400	2,393,000	4,466,300

Project Title	Total Project Cost	Actual Expenditure				
		Up to End of	Actual	Estimated	Revised	Estimated
		FY2023	FY2024	FY2025	FY2025	FY2026
	\$	\$	\$	\$	\$	\$
Renovation of Common Areas for New Phoenix Park	23,440,000	–	–	300,000	85,600	1,248,700
Construction of Home Team Data Centre	769,020,000	–	–	–	1,332,000	8,428,800
MHA Communication Network 2 Vulnerability Management System	11,082,000	–	–	–	–	4,842,900
MHA Integrated Video Hub Tech Refresh	17,724,000	–	–	–	2,631,500	4,639,500
MHA Command, Control and Communication System	42,534,311	–	–	–	1,888,800	6,976,000
Minor Development Projects (Others)	...	...	17,690	–	69,000	269,500
Minor Development Projects	...	...	3,471,621	8,803,800	1,341,200	14,201,400
Completed Projects	...	...	21,288,518	6,089,800	4,591,900	–
<b>POLICE PROGRAMME</b>						
Police Licensing CompUterised System (PLUS) 2A	8,400,900	2,126,830	602,820	378,200	439,700	472,800
Computerised Criminal Intelligence System 2	89,260,600	66,933,436	2,838,986	1,359,300	1,364,200	1,364,200
Physical Barriers from Poyan Reservoir to Second Link and Kranji Park to Woodlands Checkpoint	31,418,000	12,283,354	3,588,654	1,505,000	1,858,100	24,900
Public Camera Zone (PCZ) Phase 2	66,117,200	29,341,612	872,800	1,413,400	640,800	2,068,600
Police Cameras (PolCam) - Video Surveillance System in Public Housing Estates	142,063,500	107,508,627	2,964,932	1,328,600	2,029,000	805,000
Renovating and Equipping of Rooms	7,723,700	3,477,708	25,441	211,800	298,300	276,600
Police Coast Guard Command and Control Systems	135,358,000	103,579,496	5,804,099	9,570,000	8,497,300	3,547,500
Home Team Complex Development	577,500,000	126,894,624	44,504,211	53,000,000	74,000,000	165,000,000
Public Order Master Plan Phase 2	92,719,400	78,449,683	2,723,725	2,152,500	36,800	2,702,800
Enhancement of SPF Command and Control System	25,922,400	19,141,290	51,331	–	206,700	1,586,700
Protected Operational Vehicles	15,300,000	13,397,433	–	433,000	902,000	457,500
Development and Refurbishment of Redesigned Neighbourhood Police Posts (NPPs)	44,371,100	20,254,647	4,275,271	2,769,800	4,509,100	1,277,000
Enhancement of Police Coast Guard Command Control and Surveillance System	20,208,000	10,982,963	133,944	46,900	118,900	22,300
Digital Evidence Search Tool	19,825,000	12,987,608	1,645,935	148,900	271,000	342,400
Construction of New Security Command Base	116,340,000	105,463,109	250,034	1,453,700	–	1,480,300
Construction of a Neighbourhood Police Centre	10,680,000	8,308,803	577,031	328,600	–	262,900
Replacement of Air Conditioning Systems for Singapore Police Force Premises	18,255,000	15,394,959	1,146,938	388,000	388,000	612,000
Development of Capabilities for Special Operations Command's Operationally-ready National Servicemen Troops	8,860,300	4,344,961	259,410	1,023,800	2,900	913,900
Redevelopment of Police Building	473,470,000	5,948,178	2,679,356	2,333,300	1,196,700	27,118,300
Body Worn Cameras for Police	8,120,000	1,641,061	457,390	96,700	202,800	171,700
Police Coast Guard Camera System	9,492,000	985,572	2,755,940	142,800	178,500	35,100
Supply, Installation and Overhaul of Outboard Motors on Police Coast Guard Boats	13,678,800	11,171,750	–	1,002,800	940,100	1,566,900
Supply of Broadband Connectivity for PolCam	94,167,300	73,204,270	820,464	929,100	1,457,700	1,373,800
Replacement of Fire Alarm Systems	7,410,000	3,685,919	27,401	–	–	937,000
Public Order Tactical Response Van (PETRA)	27,081,500	16,206,900	–	460,900	576,100	2,629,600
IT Infrastructure - Development at Neil Road (S)	25,000,000	242,792	150,929	160,000	985,100	6,427,700
Enhancements to MHA Communication Network 2	16,225,600	5,542,092	595,189	453,200	190,700	556,200
Development of Home Team Tactical Centre Phase 2A	270,310,000	252,471,603	4,959,633	1,610,000	547,000	5,000,000
PolCam 3.0	73,819,700	33,790,288	2,751,379	583,800	659,700	3,359,100
PolCam 4.0	14,981,000	5,489,703	20,433	410,200	517,300	512,800
Development of Security Vetting and Clearance System (VACS)	5,070,000	3,147,440	152,150	–	150,000	150,000

Project Title	Actual Expenditure					
	Total Project Cost	Up to End of FY2023	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
			\$	\$	\$	\$
Implementation of Security Measures at Coastline Facilities	16,969,800	735,177	–	–	–	600,000
Upgrading Works at Protective Security Command	5,856,000	5,287,104	–	–	–	479,000
SPF Lighting Replacement Works	14,902,600	5,903,914	–	–	704,900	41,500
Analytics and Data Management System	9,416,000	5,975,962	820,200	286,100	642,000	73,200
Body Worn Cameras for Police (Batch 2)	11,131,000	2,859,225	704,996	151,200	317,700	271,400
Replacement of Access Management System	38,111,600	27,082,441	1,128,671	1,481,000	1,851,300	3,726,200
Development of Home Team Tactical Centre Phase 3A	529,680,000	3,391,826	996,830	2,800,000	1,916,600	9,500,000
Development of New Phoenix Park Complex B	43,600,000	28,974,034	7,821,920	–	1,800,000	2,500,000
Redevelopment of Building	6,584,500	5,809,243	21,729	–	–	92,200
Implementation of Arms Storage System	35,433,300	3,789,555	2,763,805	4,764,000	4,553,200	2,549,300
Replacement of Building Management System for SPF Establishments	22,534,000	335,114	29,350	68,400	1,115,400	8,500,000
Phase 2B Development of Home Team Tactical Centre (HTTC)	16,900,000	13,557,774	893,546	180,000	900	1,000,000
Forensics Unified Management System	6,956,600	3,892,261	1,198,792	614,600	614,600	768,300
Upgrading Works at Bukit Batok NPC and Serangoon NPC	26,259,000	20,279,409	120,291	3,243,000	1,605,300	2,412,600
Construction and Maintenance of a Range	17,692,000	–	–	–	29,300	1,304,200
Tech Refresh for CUBICON 2	42,743,000	15,923,425	4,509,735	7,734,000	1,765,500	10,624,900
Procurement of Personal Defence Weapon	26,532,800	–	1,889,794	9,631,500	10,822,700	439,900
Development of Home Team Tactical Centre Phase 2C	68,848,000	2,258,750	10,695,564	22,000,000	28,600,000	19,000,000
Procurement of Night Vision Equipment	7,435,100	2,389,946	1,829,900	–	–	2,058,800
Development of Sense-Making Platform	11,316,600	3,358,132	3,358,132	3,134,300	3,854,900	622,600
Procurement of Chemical Agent Personal Protection Equipment	6,196,800	822,060	614,079	–	–	1,323,900
Replacement of Coastal Patrol Craft System	43,992,200	7,456,030	7,579,924	12,216,200	11,728,100	9,653,000
Procurement of Blackout Weapon System	9,701,300	–	3,062,409	2,357,900	2,856,000	588,200
Police Operational Vehicle	10,400,000	340,700	681,400	4,633,500	6,017,700	18,000
Replacement of Taser X26P	7,646,000	6,214,854	–	–	–	624,700
Procurement of Expressway Patrol Cars	5,426,500	–	–	–	2,230,200	2,501,900
Construction and Replacement of Barriers	46,578,000	–	502,559	1,038,400	609,400	692,100
Off-Road and Support Vehicle Replacement	17,337,600	1,438,098	–	5,905,000	9,199,100	6,700,400
Police Licensing CompUterised System (PLUS) 2B	30,185,400	1,455,432	7,384,876	5,566,500	8,154,900	2,779,200
Maintenance of Police Floating Pontoons	30,450,000	–	335,966	800,000	932,300	684,400
Renovation of Command Centre	7,787,200	–	4,433,927	212,600	655,900	720,000
Project Aero – Drone Detection System	6,232,600	324,800	805,450	–	955,700	696,600
Purchase of Terminals / Upgrade Network	9,500,000	–	278,528	3,715,900	1,265,300	4,132,800
Development of Customer Relation Management System	9,000,000	–	397,434	2,354,600	596,200	3,497,700
Purchase of ICT Parts for Patrol Boats	30,198,000	–	1,604,214	4,480,200	5,893,300	11,961,100
Purchase of Ballistic Helmets and Plates	5,683,000	–	–	–	1,624,600	1,414,800
Tech Refresh of Network Equipment	18,429,000	–	6,669,954	3,023,700	907,500	1,375,400
Replacement of SPF Videowall System	9,058,000	–	–	314,600	947,300	4,253,400
Expansion & Upgrading of PolCam System	3,188,975,900	13,885,200	25,679,787	78,929,400	83,856,900	42,353,600
Replacement of Off-Road Vehicles	5,620,000	–	–	513,800	642,300	1,153,800
Replacement of Fuel System	6,643,000	–	–	–	–	500,000
Renovation of New Phoenix Park Sector B - Pilot Phase	23,824,000	–	420,160	3,600,000	5,335,000	14,377,000
Project Integrated Corporate Enterprise System	47,145,000	–	25,258	4,140,600	8,310,600	13,053,400

Project Title	Total Project Cost	Actual Expenditure				
		Up to End of	Actual	Estimated	Revised	Estimated
		FY2023	FY2024	FY2025	FY2025	FY2026
	\$	\$	\$	\$	\$	\$
Frontline Officer Computerised System 2.0 (FOCUS 2.0)	22,030,000	–	–	–	–	2,005,800
Development of Forensic Facilities	12,624,000	–	–	51,500	51,500	430,000
Unified Video Surveillance System 2.0	14,562,000	–	161,663	2,131,400	791,600	9,500,500
Procurement of SPF Patrol Robots	14,128,800	–	–	3,676,100	2,533,300	3,031,100
Replacement of Interceptor Boats	37,905,714	–	1,311,091	5,632,200	4,079,400	15,110,700
Development of Beyond Visual Line of Sight Unmanned Aerial Systems	51,765,000	–	9,463,950	18,218,100	14,195,900	23,685,400
Upgrading of Visual Display Systems	7,720,000	–	–	–	989,000	1,371,700
Replacement of Operational Capabilities	6,443,000	–	–	1,221,000	2,008,000	3,420,000
Drone Sensor Gateway	6,025,000	–	–	933,400	2,162,200	530,400
Unified Video Backend System 2.0	6,150,000	–	–	–	–	6,150,000
Development of Police Service Centres	32,322,000	–	–	1,239,600	–	1,430,500
Replacement of Police Coast Guard Boats' Surveillance and Communication Systems	19,050,000	–	300,913	–	3,187,500	6,864,600
Replacement of Ballistic Resistant Personal Protection Equipment 2.0	43,710,000	–	–	25,200	28,000	10,400,000
SPF-SCDF Command and Control System	118,100,000	–	–	–	–	10,000,000
Criminal Records Office System 2.0	14,640,000	–	–	–	–	2,950,000
Replacement of Concealable Ballistic Resistant Vests and Ballistic Shields	6,697,000	–	–	–	–	56,000
Airport Pass Automated Screening System and Aviation Security Information System	6,794,000	–	–	–	–	4,224,600
Replacement of Police Coast Guard's Command and Control Systems	106,490,000	–	–	–	5,404,900	15,678,200
Tech Refresh of Police Smartphone	24,111,000	–	–	–	9,643,800	7,127,500
Procurement of Electric Vehicles and Chargers	11,330,000	–	–	–	–	9,162,000
Tech Refresh of Fixed Traffic Enforcement Camera System	107,098,000	–	–	–	–	11,583,200
Procurement of Counter Unmanned Aircraft System Equipment	10,187,000	–	–	–	2,495,800	4,293,000
Refresh of Integrated Security System (ISS)	8,758,150	–	–	–	490,400	7,546,600
Development of Police Simulation Centre	23,097,000	–	–	–	–	1,325,900
Installation of Barriers at Pulau Tekong	7,579,000	–	–	–	–	112,900
Replacement of Chemical Agent Personal Protective Equipment	17,666,000	–	–	–	–	28,000
Replacement of Police Coast Guard's Coastal Surveillance Camera System	55,520,000	–	–	–	–	9,015,500
Development of Data-Sharing Platform	14,610,000	–	–	–	2,163,800	3,094,500
Replacement of Central Air-Conditioning and Mechanical Air Ventilation System at New Phoenix Park Sector B	14,600,000	–	–	–	115,000	4,250,000
Data Transfer Solution and Physical Security Setup to Support StellarNet	12,424,000	–	–	–	2,000,000	8,800,000
Operationalisation of Customs, Immigration and Quarantine Facilities and MHA Office Premises at Rapid Transit System Link	7,039,140	–	–	–	1,406,800	5,462,900
Minor Development Projects (Others)	...	...	1,133,141	34,321,800	10,274,900	37,487,900
Minor Development Projects (Singapore Police Force)	...	...	21,175,808	19,484,600	25,537,300	39,402,800
Minor Development Projects	...	...	14,355,139	18,213,000	20,902,500	20,190,200
Completed Projects	...	...	70,275,297	7,353,900	11,629,300	–

Project Title	Total Project Cost	Actual Expenditure				
		Up to End of	Actual	Estimated	Revised	Estimated
		FY2023	FY2024	FY2025	FY2025	FY2026
	\$	\$	\$	\$	\$	\$
<b>CIVIL DEFENCE PROGRAMME</b>						
Redevelopment of the Civil Defence Academy Field Training Area	91,591,000	83,879,925	2,309,008	1,301,500	–	300,000
Punggol Fire Station, Marine Outpost and Neighbourhood Police Centre	60,715,000	35,408,426	444,867	2,467,500	1,885,700	6,638,800
Build Up of Emergency Medical Services towards 2025	84,553,000	43,411,968	6,070,791	66,300	511,700	19,069,200
Replacement of Major Civil Defence Equipment in NSEW Lines MRT Shelters	17,800,000	11,902,535	1,016,884	2,236,300	1,329,400	2,968,600
Purchase of Body Worn Cameras	11,074,000	2,195,177	397,598	157,000	–	1,027,500
Traffic Priority System for SCDF Ambulances	12,531,200	2,404,982	1,404,788	2,233,600	1,406,800	1,913,600
Acquisition of Chemical Sensors under Initial Operational Capability	6,290,600	3,887,803	1,264,428	–	23,100	15,100
Development of HazMat Incident Management System (HIMS) 2	16,787,400	8,650,169	693,238	–	1,270,000	1,638,400
Expansion of SCDF Marine Division HQ Building	40,704,971	1,467,201	2,674,747	13,000,000	19,000,000	11,000,000
Additions and Alterations Works for Bukit Batok Fire Station	6,095,000	771,500	4,252,334	934,200	384,300	71,100
Development of Chlorine Standoff Detection & Early Warning Demonstrator	19,950,000	15,199,437	707,184	1,764,500	–	2,714,200
Additions and Alterations Works for Jurong Island Fire Station	15,416,000	547,296	628,942	5,010,100	3,996,400	5,767,000
Advanced Command, Control and Communication Emergency System Mid-Life Upgrade	25,154,300	18,499,130	3,978,698	748,800	737,800	597,400
Vessel Replacement Programme FY2021-FY2023	55,639,700	23,435,018	1,461,182	4,647,500	7,194,300	1,309,200
SCDF Smartwatches and Wearable Management System	8,128,000	4,995,895	378,300	–	98,200	50,300
SCDF Crisis Information Management System (CIMS2)	16,250,000	3,864,696	4,008,384	3,575,000	2,410,300	2,776,500
Vehicle Replacement Programme FY2023-FY2025	115,768,498	–	6,928,772	7,166,000	12,600,900	58,300
Additions and Alterations Works for Yishun Fire Station	12,190,000	140,593	224,552	215,700	339,500	1,783,400
myResponder2.0	6,006,000	–	4,360,060	367,100	705,200	165,700
Fire Safety Online Processing System 2 Technology Refresh 2022	10,079,000	–	3,167,894	949,000	1,569,700	2,992,100
Equipment Replacement Programme FY2023-FY2026	84,596,000	–	1,643,066	9,124,800	2,253,100	14,311,400
Development of SCDF E-Staging	11,545,000	–	520,563	676,000	1,191,400	2,321,800
Additional Three Electric Pump Ladders for Operations Trial	8,166,900	–	1,387,779	3,690,700	680,100	5,567,200
Additions and Alterations Works for SCDF Headquarters	114,835,000	–	–	–	–	1,865,200
Equipping SCDF Rescue Unit	7,651,000	–	–	–	–	7,320,700
Clementi Fire Station and Neighbourhood Police Centre Relocation	60,096,000	–	–	–	542,000	120,000
Additions and Alterations Works for Sengkang Fire Station	9,096,000	–	–	–	–	163,100
Foreshore Infrastructure for Marine Division	32,950,000	–	–	195,000	482,500	1,933,400
Home Team Unmanned Aerial Vehicle Beyond Visual Line of Sight	52,185,000	–	9,463,950	–	14,195,900	23,607,300
Development of Cell Broadcast System	43,081,000	–	–	13,821,500	4,506,400	14,646,800
Authority Owned Spares for 1st Generation Marine Fleet	9,271,000	–	–	–	–	8,096,200
Additions and Alterations Works for Civil Defence Academy Dormitory and National Service Training Centre Multi-Purpose Hall	17,549,000	–	–	–	–	261,300
Enhancement of Marine Firefighting Capability	96,909,980	–	132,143	–	677,700	833,800
Development of Home Team Talents	9,011,000	–	–	–	–	920,000

Project Title	Total Project Cost	Actual Expenditure				
		Up to End of	Actual	Estimated	Revised	Estimated
		FY2023	FY2024	FY2025	FY2025	FY2026
	\$	\$	\$	\$	\$	\$
Automated Medical Store and Electronic Medical Cabinets Implementation	10,000,000	–	–	–	–	1,300,000
Minor Development Projects (Others)	...	...	212,163	222,300	709,600	9,195,400
Minor Development Projects	...	...	10,905,016	8,584,300	6,215,000	20,082,900
Completed Projects	...	...	28,973,919	1,675,300	3,383,000	–
<b>OFFENDER MANAGEMENT AND REHABILITATION PROGRAMME</b>						
Visit Management System III	19,796,000	9,854,039	–	–	–	99,500
Full CCTV Coverage within Inmate Areas in Prison Institutions	96,500,000	61,351,629	5,948,785	4,961,100	6,605,700	1,737,000
Digitalisation of Inmate Rehabilitation & Corrections Tool (DIRECT)	24,744,500	13,564,493	2,970,251	–	2,376,200	594,100
New State Courts Lock-Up and Video Court Development	20,832,000	1,480,932	716,993	4,050,100	4,570,900	362,900
Cluster B Infrastructural Systems Lifecycle Replacement Programme	32,635,600	20,515,787	1,149,944	9,000	800,800	800,000
Cluster A Infrastructural Systems Lifecycle Replacement Programme	50,977,900	19,867,740	3,851,532	600,000	3,166,000	852,000
Advanced Video Analytics to Detect Abnormal Behaviour (AVATAR) at Institution S1	5,452,000	1,978,955	12,716	396,900	401,400	472,700
Operations Digital Information Nexus (ODIN)	26,803,400	14,066,498	5,385,797	1,861,800	584,900	79,600
Complex Access Management System (CAMS2)	12,220,000	1,840,265	5,294,587	388,300	90,800	1,545,400
Self Help and Rehabilitation e-Application (SHARE)	5,800,000	2,904,862	241,389	–	100	246,100
Consultancy and Project Management Services for Power Resiliency Study	8,351,700	–	–	1,951,300	1,533,500	1,039,500
Retrofitting Works to Inmate-Accessible Toilets in Prisons	56,294,000	–	466,039	–	1,009,600	612,300
Network Extension - Applications (NEX-Apps) & Digitalisation of Inmate Rehabilitation and Corrections Tool (NEX-DIRECT) Network Infrastructure Tech Refresh	54,277,000	–	11,727,973	22,545,200	27,302,000	3,624,700
Enterprise Integrated Security System	452,867,906	–	–	–	–	62,600
Tech Refresh of Prison Operations and Rehabilitation System 2 (PORTS2)	35,595,000	–	225,488	3,813,800	4,953,200	25,039,800
Installation of Anti-Climb Mesh in Prison Institutions	6,457,000	–	–	–	18,000	687,000
Cluster C Life Cycle Replacement & Upgrade of Mechanical & Electrical Systems at Tanah Merah 1	13,820,000	–	–	–	315,300	6,400,000
Consultancy, Project Management Services and Revamp of SPS Kitchens in Clusters A and B	21,213,961	–	–	–	2,546,800	6,082,400
Minor Development Projects (Others)	...	...	1,282,690	396,000	3,561,800	1,030,200
Minor Development Projects	...	...	6,742,901	5,599,700	7,560,900	7,430,400
New Projects	...	...	–	–	–	7,947,700
Completed Projects	...	...	7,615,291	8,858,800	6,858,700	–
<b>DRUG ENFORCEMENT PROGRAMME</b>						
Integrated Drug Enforcement and Administration System (IDEAS) II	38,764,600	34,420,499	942,013	653,400	1,030,000	1,425,600
Next Generation Reporting Centre (NGRC)	19,458,000	–	1,540,781	–	2,100,000	6,451,500
Integrated Information Management and Analysis System (i2mas)	32,753,000	–	–	1,322,700	1,908,800	17,079,700
Minor Development Projects (Others)	...	...	213,268	141,300	143,900	684,200
Minor Development Projects	...	...	10,281,677	10,914,500	13,099,200	12,912,600

Project Title	Total Project Cost	Actual Expenditure					
		Up to End of	Actual	Estimated	Revised	Estimated	
		FY2023	FY2024	FY2025	FY2025	FY2026	
<b>IMMIGRATION AND CHECKPOINT CONTROL PROGRAMME</b>							
Next Generation Biometric Passport System	48,324,500	38,791,945	262,951	178,700	178,600	1,395,900	
Consultancy Services and Related Preliminary Works for the Development of the New Annex to ICA Building	14,058,500	9,430,590	729,322	760,000	610,800	940,500	
Multi-Model Biometrics System with Iris Recognition	52,326,800	40,310,836	581,025	23,400	44,600	270,000	
Replacement of Radiographic Screening System	79,233,000	62,821,191	3,418,403	263,800	875,900	1,023,800	
Tech Refresh and Scale up Resiliency of Central Identification & Registration Information System	55,838,900	41,712,421	417,924	200,000	265,800	3,198,300	
Advance Passenger Screening System	67,884,420	57,941,574	784,250	1,333,000	646,100	2,487,900	
Construction of Annex to ICA Building and Retrofitting of ICA Building	493,440,727	158,114,341	43,079,149	38,000,000	29,546,800	33,000,000	
Upgrading and Installation of Door Access System	15,386,600	7,598,314	1,816,495	2,000,000	1,859,500	2,090,000	
Single-Person Automated Clearance	10,331,000	6,382,440	1,859,886	–	1,265,300	40,500	
Streamlining and Digitalisation of Backend Processes to Enhance Operational Efficiency and Achieve 100% Online Submission of Applications for ICA Services	16,589,700	16,490,671	59,908	–	–	17,800	
Facial Recognition Capabilities at ICA Land & Sea Checkpoints	32,999,000	12,905,097	937,564	–	87,400	644,500	
Perimeter Intrusion Detection System for Land Checkpoints	39,376,000	–	–	–	–	50,000	
Building Integrated Targeting Centre's Initial Capabilities through Enhancements of the Warehouse for Statistical Profiling System	17,040,000	8,635,158	129,467	795,000	1,440,300	1,287,600	
Enhancements to the Enforcement Case Management Capabilities and Support for Digitalisation of E-Services	9,763,000	4,496,300	1,858,250	–	363,400	2,055,800	
Integrated Smart Document Management System and Provision of ICT Systems / Infrastructure for New Annex to ICA Building	99,980,000	25,328,892	10,359,613	16,582,000	15,077,600	7,780,200	
Tech Refresh of National Registration Identity Card System and Enhancements to Enhance Members of Public Experience With ICA	18,163,000	8,734,112	1,630,130	1,423,100	1,705,000	84,700	
Tech Refresh of Visa Systems (SAVE and VETS)	9,412,000	7,682,482	164,790	–	–	260,000	
Additional Automated Immigration Gates for Changi Airport	93,376,000	86,169,691	1,601,274	–	–	273,900	
Appointment & Queue System	10,239,000	651,787	888,954	671,400	1,215,100	450,000	
Platform for Business Analytics	99,845,000	43,351,300	10,611,693	16,448,900	19,493,300	8,570,000	
Improving Capabilities at Automated Gates and Biometric Identification of Motor-Bikers System Lanes	15,773,800	8,201,929	3,794,502	–	13,400	484,200	
Integrated Processing System	109,270,000	43,100,551	17,877,178	18,193,400	13,599,200	11,332,900	
Implementation of Automated Border Control System in ICA Checkpoints (Passenger Halls)	450,805,000	211,377,670	62,152,072	55,581,000	66,641,600	45,097,900	
Integrated Clearance System	86,663,000	40,931,394	25,520,513	4,332,700	10,057,100	9,104,000	
Enhancement of ICA Identity and Access Management System	7,730,000	3,974,214	1,007,980	–	627,900	543,400	
Develop Digital Twin Models of Land Domain	5,293,000	4,194,579	57,627	–	–	22,800	
Procurement of Professional Services for System Enhancements to Re-Structure ICA Operations at Services Centres	7,267,000	5,453,583	752,998	–	423,900	551,400	
Electrical Infrastructure Upgrade and Building Additions & Alterations Works to Support New Clearance Concept & Critical Facilities at ICA Land Checkpoints	79,683,000	2,128,688	2,841,619	16,947,300	28,477,700	20,005,200	
HDB Acquisition for Woodlands Checkpoint Redevelopment	418,598,500	26,047,469	5,130,038	16,000,000	22,773,300	15,874,700	
Engagement of Multi-Disciplinary Team for the Implementation of Lifecycle Replacement of all	7,391,000	1,909,180	506,561	1,211,400	730,900	1,974,400	

Project Title	Total Project Cost	Actual Expenditure					
		Up to End of	Actual	Estimated	Revised	Estimated	
		FY2023	FY2024	FY2025	FY2025	FY2026	
\$							
<b>Mechanical Systems at Woodlands &amp; Tuas Checkpoints</b>							
Multi-Disciplinary Team for Power Resiliency & Life Cycle Replacement of Electrical Infrastructure	17,200,000	–	2,338,850	3,680,000	3,915,700	1,864,900	
Upgrading for Land Checkpoints under Phases 1B,2A and 2B							
Woodlands Checkpoint Redevelopment Phase 1: Extension at Old Woodlands Town Centre	1,497,930,000	58,249	14,668,828	97,000,000	98,132,600	394,156,100	
Enhancements of Integrated Border Systems	18,045,000	–	6,349,900	6,879,600	8,846,600	2,848,500	
System Upgrade for ICA's Cargo Screening System	8,873,000	–	2,678,998	4,407,900	4,408,700	864,200	
ICA Building ICT Infrastructure Tech Refresh and Procurement of Maintenance Support	24,431,000	–	–	2,032,900	1,165,500	7,566,100	
Integrated Border System 2.0 - Clearance Data Hub	119,608,000	–	–	48,523,000	21,850,200	45,629,400	
Lifecycle Replacement of all Mechanical Systems at Woodlands & Tuas Checkpoints	81,883,000	–	6,777	645,000	645,000	33,290,600	
Automated Biometric Identification of Motorbikers System at Manual Car Lanes in ICA Land Checkpoints	91,464,000	–	–	27,000,000	10,682,300	18,090,200	
Automated Passenger Clearance System at Car Zones at Tuas Checkpoint	119,815,000	–	–	40,000,000	24,856,600	32,890,900	
Relocation of Singapore Cruise Centre to Interim Ferry and Cruise Terminal	11,519,000	–	–	436,400	850,000	5,235,800	
Consultancy Services and Related Preliminary Works for Woodlands Checkpoint Redevelopment Phases 2 and 3	290,147,785	–	–	–	–	1,000	
Operationalisation of Customs, Immigration and Quarantine Facilities and ICA Office Premises at Rapid Transit System Link	447,301,889	–	17,507,191	76,000,000	46,585,000	195,493,000	
Development of Central Identification & Registration Information System 2.0 to Achieve Enhanced System Resiliency	250,400,000	–	–	–	–	10,829,300	
Procurement of Professional Services for System Enhancements to Support ICA Services Centre's Transformation and Policy Changes	15,471,000	–	–	–	2,000,000	5,680,000	
Multi-Disciplinary Team Consultancy and Project Management services for the Implementation of the Integrated Checkpoint Operating Nexus - Air & Sea	7,343,000	–	–	–	–	424,900	
Automated Passenger Clearance System @ Cargo at Tuas Checkpoint	50,104,000	–	–	–	4,320,400	24,713,700	
Electrical Vehicles Phase 2 (Infrastructure Upgrades) for ICA Premises	5,589,000	–	–	–	–	8,900	
Front-end System Replacement for Biometric Identification of Motorbikers System	31,990,000	–	–	–	–	1,272,900	
Biometric Passport System Tech Refresh	5,119,000	–	–	–	–	4,160,500	
Automated Cargo Permit Clearance at ICA Cargo Checkpoints	62,637,000	–	–	–	6,908,400	16,155,500	
Development of Singapore Arrival Card E-Service 2.0 and Enhancements to MyICA Mobile Application	9,167,000	–	–	–	–	3,315,000	
Automated Passenger Clearance System @ Biometric Identification of Motorbikers System at ICA Land Checkpoints	119,951,000	–	–	–	–	21,872,300	
Development of ICA Checkpoint at PSA Supply Chain Hub @ Tuas	40,145,000	–	–	–	101,000	10,153,000	
System Tech Refresh and Maintenance Extension for Advance Passenger Screening System	40,686,000	–	–	–	–	1,387,000	
Woodlands Checkpoint Redevelopment LA1	17,820,000	–	–	–	112,500	17,707,500	
Technology Refresh of Multi-Modal Biometrics System	33,049,000	–	–	–	–	17,954,900	

Project Title	Total Project Cost	Actual Expenditure				
		Up to End of	Actual	Estimated	Revised	Estimated
		FY2023	FY2024	FY2025	FY2025	FY2026
	\$	\$	\$	\$	\$	\$
Implementation of Warm Site with Offline Backup for ICA Central Identification and Registration Information System	28,654,000	–	–	–	–	21,900,200
Minor Development Projects (Others)	...	...	431,994	86,400	381,500	103,900
Minor Development Projects	...	...	8,578,152	15,576,400	17,068,400	25,612,100
Completed Projects	...	...	14,282,698	15,787,300	13,449,100	–
<b>HOME TEAM ACADEMY PROGRAMME</b>						
Home Team Learning Management System (HTLMS) 2.0	7,974,800	5,183,820	778,974	–	184,800	400,200
Upgrading of Range System in HTA Range Complex	18,081,700	102,600	66,600	1,005,000	173,000	424,300
Smart Classroom	11,972,400	–	2,272,199	3,682,900	3,685,600	2,036,500
Replacement of Air-Conditioning and Mechanical Ventilation Equipment in HTA	6,490,000	–	482,129	–	–	150,000
Minor Development Projects (Others)	...	...	907,712	244,400	405,300	371,700
Minor Development Projects	...	...	3,229,028	4,857,500	5,341,100	3,652,200
<b>GRANTS &amp; CAPITAL INJECTIONS TO ORGANISATIONS</b>						
	...	...	68,444,998	37,200,000	144,100	288,237,100
<b>ADMINISTRATION PROGRAMME</b>						
Minor Development Projects	...	...	438,735	–	–	–
Completed Projects	...	...	–	–	144,100	–
<b>HOME TEAM SCIENCE AND TECHNOLOGY AGENCY PROGRAMME</b>						
Enterprise Digital Infrastructure Phase 1.0	14,630,000	–	3,540,604	–	–	7,728,800
Project HTX Forensic Research Lab 1	12,481,000	484,579	1,672,781	834,700	–	8,053,000
Airport Lab	45,269,000	4,894,391	–	12,326,400	–	39,154,400
Technology Sustainment Centre for ICA	13,581,000	9,236,085	–	–	–	3,384,800
MHA Enterprise Content Management and Workflow Platform	7,713,700	–	269,502	2,176,000	–	5,274,500
Project IRIS	8,939,300	–	–	–	–	2,742,900
Enterprise Sensemaking Platform	120,649,620	–	–	–	–	5,951,800
Enterprise Digital Infrastructure (xEDI) Phase 2A	117,687,000	–	–	–	–	62,976,500
On-Premise Artificial Intelligence (AI) Compute Infrastructure	88,827,000	–	–	–	–	48,571,800
Enterprise Mobility Infra Platform (EMIP)	18,735,000	–	–	–	–	17,418,000
Migration of Application Common Service Infrastructure from MHQ Data Centre to MHA Leased Data Centre	22,330,000	–	–	–	–	4,252,900
Home Team Sustainment Centre (Security Operations Centre) Tech Refresh for Phase 2 Systems Onboarding	107,294,000	–	–	–	–	14,000,000
Government Data Centre 3 Hosting	7,795,000	–	–	–	–	2,761,200
MHA Operations Network Extension at Leased Data Centre Network Infrastructure Upgrade	14,387,000	–	–	–	–	14,386,900
Home Team Sustainment Centre Network Operation Phase 2A	14,790,210	–	–	–	–	563,400
HTX In-House Capabilities Build-up for MHA	24,745,000	–	–	–	–	7,220,700
Minor Development Projects	...	...	965,470	21,862,900	–	43,795,500
Completed Projects	...	...	61,557,907	–	–	–

## Other Development Fund Outlays

Project Title	Total Project Cost	Actual Expenditure		Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
		\$	\$				
<b>OTHER DEVELOPMENT FUND OUTLAYS</b>	...	...		<b>8,000,000</b>	<b>62,000,000</b>	<b>62,000,000</b>	<b>210,000,000</b>
<i>LAND-RELATED EXPENDITURE</i>	...	...		8,000,000	62,000,000	62,000,000	210,000,000
<b>IMMIGRATION AND CHECKPOINT CONTROL PROGRAMME</b>							
Reclamation for Woodlands Checkpoint Redevelopment	1,122,420,000		–	8,000,000	62,000,000	62,000,000	210,000,000

## KEY PERFORMANCE INDICATORS

### Desired Outcomes

- A Trusted Home Team
- A Safe and Secure Singapore

### Key Performance Indicators

Desired Outcome	Performance Indicator	Actual FY2023	Actual FY2024	Revised FY2025	Estimated FY2026
A Trusted Home Team	Public trust in the Home Team as measured by the Home Team Public Perception Survey (%)	92.3	93.1	93.4	90.0
A Safe and Secure Singapore	Global ranking of Singapore's Safety and Security in Gallup's Law and Order Index <sup>1</sup>	n.a. <sup>2</sup>	2 <sup>nd</sup>	2 <sup>nd</sup>	1 <sup>st</sup> – 3 <sup>rd</sup>
	% of urgent incidents to which Police responded within 15 minutes <sup>1</sup>	92.3	90.8	90.8 <sup>3</sup>	90.0
	Global ranking of Singapore's fire fatalities per 100,000 population in the World Fire Statistics <sup>1,4</sup>	4 <sup>th</sup>	5 <sup>th</sup>	2 <sup>nd</sup>	1 <sup>st</sup> – 3 <sup>rd</sup>
	% of fire and rescue calls to which SCDF responded within 8 minutes	91.0	91.0	90.8 <sup>3</sup>	90.0
	No. of short-term visitors deported for committing offences per 100,000 visitors	5.2	5.5	5.2 <sup>3</sup>	5.5
	No. of prison inmates who escaped <sup>1</sup>	0	0	0 <sup>3</sup>	0
	Two-year recidivism rate (%) <sup>1</sup>	22.0	21.3	22.1 <sup>5</sup>	22.0
Prevalence rate of illicit drug use as measured by the Institute of Mental Health's Health and Lifestyle Survey (%) <sup>6</sup>		0.7	n.a.	1.1 <sup>7</sup>	n.a.

<sup>1</sup> Figures for these indicators are reported on a Calendar Year (CY) basis.

<sup>2</sup> Singapore did not receive a score in the 2023 Gallup Law and Order Report because Gallup could not complete its survey in Singapore on time.

<sup>3</sup> Figures are based on actual performance data up to 31 October 2025.

<sup>4</sup> The World Fire Statistics (WFS) ranking is a lagging indicator on fire fatalities with data latency of about two years, i.e. the International Association of Fire Services (CTIF) Center for WFS reports statistics from two years ago.

<sup>5</sup> Figures are based on data extrapolated from the 21-month recidivism rate of the cohort of prison inmates released in 2023.

<sup>6</sup> Based on biennial survey.

<sup>7</sup> The Health and Lifestyle Survey reported for FY2025 was a pulse survey with a significantly smaller sample size than the Health and Lifestyle Survey reported for FY2023.



Head Q

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Ministry of Digital Development and Information



## HEAD Q

### MINISTRY OF DIGITAL DEVELOPMENT AND INFORMATION

#### OVERVIEW

##### Mission Statement

Engaging Hearts and Minds, A Thriving Digital Future for All.

#### FY2026 EXPENDITURE ESTIMATES

##### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised	Revised FY2025
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
	<b>TOTAL EXPENDITURE</b>	<b>2,738,570,323</b>	<b>3,058,778,200</b>	<b>3,040,105,400</b>	<b>3,103,712,400</b>	<b>63,607,000</b>	<b>2.1</b>
	<b>MAIN ESTIMATES</b>						
	<b>OPERATING EXPENDITURE</b>	<b>2,489,124,211</b>	<b>2,955,590,000</b>	<b>2,892,733,900</b>	<b>2,984,687,200</b>	<b>91,953,300</b>	<b>3.2</b>
	<b>RUNNING COSTS</b>	<b>2,489,080,009</b>	<b>2,955,436,300</b>	<b>2,892,664,700</b>	<b>2,984,624,200</b>	<b>91,959,500</b>	<b>3.2</b>
	<b>Expenditure on Manpower</b>	<b>202,321,658</b>	<b>212,041,000</b>	<b>218,944,800</b>	<b>225,850,100</b>	<b>6,905,300</b>	<b>3.2</b>
1200	Political Appointments	1,909,337	2,183,300	2,719,100	2,583,100	(136,000)	(5.0)
1500	Permanent Staff	199,925,023	208,960,900	215,516,800	222,454,800	6,938,000	3.2
1600	Temporary, Daily-Rated and Other Staff	487,298	896,800	708,900	812,200	103,300	14.6
	<b>Other Operating Expenditure</b>	<b>493,550,138</b>	<b>337,179,100</b>	<b>303,684,800</b>	<b>366,970,800</b>	<b>63,286,000</b>	<b>20.8</b>
2100	Consumption of Products and Services	427,321,826	278,230,100	215,391,900	301,386,300	85,994,400	39.9
2200	Maintenance	—	—	—	12,104,600	12,104,600	n.a.
2300	Staff Development and Well-Being	—	—	—	10,601,600	10,601,600	n.a.
2300A	Manpower Development	7,452,186	9,395,700	9,176,000	—	(9,176,000)	(100.0)
2400	International and Public Relations, Communications	57,209,953	47,842,700	78,552,800	40,147,200	(38,405,600)	(48.9)
2700	Asset Acquisition	1,516,390	1,706,100	445,200	2,722,100	2,276,900	511.4
2800	Miscellaneous	49,783	4,500	118,900	9,000	(109,900)	(92.4)
	<b>Grants, Transfers and Capital Injections</b>	<b>1,793,208,212</b>	<b>2,406,216,200</b>	<b>2,370,035,100</b>	<b>2,391,803,300</b>	<b>21,768,200</b>	<b>0.9</b>
3100	Grants and Capital Injections to Statutory Boards	1,405,857,785	1,935,977,000	1,905,962,900	1,812,258,500	(93,704,400)	(4.9)
3400	Grants and Capital Injections to Others	387,350,427	470,239,200	464,072,200	579,544,800	115,472,600	24.9
	<b>TRANSFERS</b>	<b>44,202</b>	<b>153,700</b>	<b>69,200</b>	<b>63,000</b>	<b>(6,200)</b>	<b>(9.0)</b>
3500	Social Transfers to Individuals	44,202	92,500	69,200	63,000	(6,200)	(9.0)
3800	International Organisations and Overseas Development Assistance	—	61,200	—	—	—	n.a.

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>599,383</b>	<b>1,108,500</b>	<b>133,000</b>	<b>8,678,700</b>	<b>8,545,700</b>	<b>n.a.</b>
4600	Loans and Advances (Disbursement)	599,383	1,108,500	133,000	8,678,700	8,545,700	n.a.
DEVELOPMENT ESTIMATES							
	<b>DEVELOPMENT EXPENDITURE</b>	<b>249,446,112</b>	<b>103,188,200</b>	<b>147,371,500</b>	<b>119,025,200</b>	<b>(28,346,300)</b>	<b>(19.2)</b>
5100	Government Development	115,090,697	50,543,400	48,741,800	41,133,200	(7,608,600)	(15.6)
5200	Grants and Capital Injections to Organisations	134,355,414	52,644,800	98,629,700	77,892,000	(20,737,700)	(21.0)

## Establishment List

Category/Personnel	Actual	Estimated	Revised	Estimated
	FY2024	FY2025	FY2025	FY2026
<b>POLITICAL APPOINTMENTS</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
Minister	1	1	1	1
Senior Minister of State	2	2	1	1
Minister of State	1	1	2	2
<b>PERMANENT STAFF</b>	<b>1,113</b>	<b>1,255</b>	<b>1,138</b>	<b>1,286</b>
Administrative	22	22	24	23
Corporate Support	1	1	1	1
Cybersecurity Professional Scheme (2019)	312	356	300	328
Driving	1	1	–	–
Information Service (2008)	111	130	107	110
Language Executive Scheme (2008)	21	23	19	21
Legal	8	8	7	9
Management Executive Scheme (2008)	609	683	564	678
Management Support Scheme (2008)	22	22	23	23
Others	–	–	86	86
Shorthand Writers	1	1	1	1
Technical Support Scheme (2008)	5	8	6	6
<b>TOTAL</b>	<b>1,117</b>	<b>1,259</b>	<b>1,142</b>	<b>1,290</b>

## FY2025 BUDGET

The revised FY2025 total expenditure of the Ministry of Digital Development and Information is expected to be \$3.04 billion. This is an increase of \$301.54 million or 11.0% compared to the actual FY2024 total expenditure of \$2.74 billion. Of the revised FY2025 total expenditure, \$2.89 billion or 95.2% is for operating expenditure while \$147.37 million or 4.8% is for development expenditure.

### *Operating Expenditure*

The revised FY2025 operating expenditure of the Ministry of Digital Development and Information is expected to be \$2.89 billion. This is an increase of \$403.61 million or 16.2% compared to the actual FY2024 operating expenditure of \$2.49 billion. The increase is mainly due to an increase in grants to the Info-Communications Media Development Authority (IMDA), grants to the Government Technology Agency (GovTech) due to a reclassification of its Information and Communications Technology and Smart Systems (ICT&SS) expenditure from development expenditure to operating expenditure in FY2025<sup>1</sup>, grants to the National Library Board (NLB) for libraries, and an increase in expenditures for the Cyber Security Agency of Singapore (CSA) for cybersecurity programmes, MDDI Headquarters (HQ) Information Programme, MDDI HQ Administration Programme, and the Smart Nation Programme.

### *Development Expenditure*

The revised FY2025 development expenditure of the Ministry of Digital Development and Information is expected to be \$147.37 million. This is a decrease of \$102.07 million or 40.9% compared to the actual FY2024 development expenditure of \$249.45 million. The decrease is mainly due to a decrease in cashflow requirements for GovTech and CSA, partially offset by an increase in cashflow requirements for IMDA and NLB.

### *Other Consolidated Fund Outlays*

The revised FY2025 other consolidated fund outlays of the Ministry of Digital Development and Information are expected to be \$0.13 million. This is a decrease of \$0.47 million or 77.8% compared to the actual FY2024 other consolidated fund outlays of \$0.60 million. The decrease is mainly due to a decrease in CSA's requirements for Advances.

## FY2026 BUDGET

The FY2026 total expenditure of the Ministry of Digital Development and Information is projected to be \$3.10 billion. This is an increase of \$63.61 million or 2.1% compared to the revised FY2025 total expenditure of \$3.04 billion. Of the FY2026 total expenditure, \$2.98 billion or 96.2% is for operating expenditure while \$119.03 million or 3.8% is for development expenditure.

### *Operating Expenditure*

The FY2026 operating expenditure of the Ministry of Digital Development and Information is projected to be \$2.98 billion. This is an increase of \$91.95 million or 3.2% compared to the revised FY2025 operating expenditure of \$2.89 billion. The increase is mainly due to an increase in grants to GovTech for digital products and platforms, grants to NLB for libraries, as well as an increase in expenditures for CSA for cybersecurity programmes, MDDI HQ Information Programme, MDDI HQ Administration Programme, and the Smart Nation Programme, partially offset by a decrease in grants to IMDA.

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<sup>1</sup> This is to better represent the nature of GovTech's work in software development, whereby software is built and improved iteratively, as opposed to a one-off development.

## ***Development Expenditure***

The FY2026 development expenditure of the Ministry of Digital Development and Information is projected to be \$119.03 million. This is a decrease of \$28.35 million or 19.2% compared to the revised FY2025 development expenditure of \$147.37 million. The decrease is mainly due to a decrease in cashflow requirements for projects from IMDA and MDDI HQ Information Programme, offset by higher cashflow requirements for projects from NLB.

## ***Total Expenditure by Programmes***

### *Info-Communications Media Development Authority Programme*

The Info-Communications Media Development Authority Programme leads Singapore's digital transformation by developing a dynamic Digital Economy and a cohesive digital society. IMDA also regulates the telecommunications and media sectors and enhances Singapore's data protection regime. The FY2026 operating budget for this programme is \$830.63 million or 27.8% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$12.94 million or 10.9% of the total FY2026 development expenditure.

### *Information Programme*

The Ministry of Digital Development and Information HQ Information Programme sets policy directions and strategies to develop the public service media and information ecosystem, providing Whole-Of-Government (WOG) communication guidance, support, training, and coordination with agencies. The FY2026 operating budget for this programme is \$696.91 million or 23.3% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$2.24 million or 1.9% of the total FY2026 development expenditure.

### *Government Technology Agency Programme*

The Government Technology Agency Programme leverages ICT&SS to drive Singapore's Smart Nation initiatives and public sector digital transformation. The FY2026 operating budget for this programme is \$669.29 million or 22.4% of the total FY2026 operating expenditure.

### *National Library Board Programme*

The National Library Board Programme nurtures readers for life, develops learning communities, builds a knowledgeable nation, and encourages appreciation of Singapore's history and heritage through the National Library, the National Archives of Singapore (NAS), and a network of 28 Public Libraries. The FY2026 operating budget for this programme is \$335.35 million or 11.2% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$58.96 million or 49.5% of the total FY2026 development expenditure.

### *Cyber Security Agency of Singapore Programme*

The Cyber Security Agency of Singapore Programme aims to strengthen the security and resilience of critical information infrastructure and raise the cybersecurity posture of the wider cyberspace, to defend against cyber threats and protect our national security, Digital Economy, and digital way of life. The FY2026 operating budget for this programme is \$172.31 million or 5.8% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$33.37 million or 28.0% of the total FY2026 development expenditure.

### *Administration Programme*

The Ministry of Digital Development and Information HQ Administration Programme drives the corporate, management, and planning functions to enable the Ministry to achieve its vision and desired outcomes. The FY2026 operating budget for this programme is \$168.76 million or 5.7% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$4.88 million or 4.1% of the total FY2026 development expenditure.

### *Smart Nation Group Programme*

The Smart Nation Group Programme aims to steward Singapore's Smart Nation agenda and direct digital developments towards key goals. The FY2026 operating budget for this programme is \$111.44 million or 3.7% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$6.64 million or 5.6% of the total FY2026 development expenditure.

### ***Other Consolidated Fund Outlays***

The FY2026 other consolidated fund outlays of the Ministry of Digital Development and Information are projected to be \$8.68 million. This is an increase of \$8.55 million compared to the revised FY2025 other consolidated fund outlays of \$0.13 million. The increase is mainly due to an increased requirement for advances.

## Total Expenditure by Programme

Code	Programme	Running	Operating	Development	Total	
		Costs	Transfers	Expenditure	Expenditure	
		\$	\$	\$	\$	
Q-A	Administration Programme	168,763,400	–	168,763,400	4,882,600	173,646,000
Q-B	Information Programme	696,844,200	63,000	696,907,200	2,242,500	699,149,700
Q-J	National Library Board Programme	335,345,800	–	335,345,800	58,955,900	394,301,700
Q-S	Info-Communications Media Development Authority Programme	830,632,500	–	830,632,500	12,936,100	843,568,600
Q-T	Cyber Security Agency of Singapore Programme	172,306,200	–	172,306,200	33,369,700	205,675,900
Q-U	Smart Nation Group Programme	111,443,000	–	111,443,000	6,638,400	118,081,400
Q-V	Government Technology Agency Programme	669,289,100	–	669,289,100	–	669,289,100
<b>Total</b>		<b>2,984,624,200</b>	<b>63,000</b>	<b>2,984,687,200</b>	<b>119,025,200</b>	<b>3,103,712,400</b>

## Development Expenditure by Project

Project Title	Actual					
	Total Project Cost	Expenditure		Actual	Estimated	Revised
		Up to End of	FY2023			
	\$	\$	\$	\$	\$	\$
<b>DEVELOPMENT EXPENDITURE</b>	...	...	249,446,112	103,188,200	147,371,500	119,025,200
<i>GOVERNMENT DEVELOPMENT</i>	...	...	115,090,697	50,543,400	48,741,800	41,133,200
<b>ADMINISTRATION PROGRAMME</b>						
Minor Development Projects	...	...	2,478,181	3,068,300	2,022,500	2,382,600
New Projects	...	...	–	2,499,900	450,000	2,500,000
<b>INFORMATION PROGRAMME</b>						
Project Gen	14,370,000	–	1,914,007	6,752,000	6,442,400	1,440,000
Minor Development Projects	...	...	–	1,546,400	1,975,400	802,500
<b>CYBER SECURITY AGENCY OF SINGAPORE PROGRAMME</b>						
CSA's 5-year Capability Build Up Plan	61,268,400	22,525,822	13,336,041	11,260,000	12,358,500	5,024,600
Gearing Up CSA's Infrastructure and Financial Governance at Punggol Digital District	183,310,000	–	96,232,956	–	20,667,700	4,198,400
Project ALPINE	12,925,700	–	–	–	2,796,000	7,222,800
CSA's Hardened Data Centre Fitout at Punggol Digital District	17,710,000	–	–	–	97,600	1,182,000
Minor Development Projects	...	...	5,000	1,108,000	1,173,200	10,665,900
New Projects	...	...	–	24,040,000	–	5,076,000
<b>SMART NATION GROUP PROGRAMME</b>						
Minor Development Projects	...	...	1,124,513	268,800	758,500	638,400

Project Title	Total Project Cost	Actual Expenditure		Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
		\$	\$				
<b>GRANTS &amp; CAPITAL INJECTIONS TO ORGANISATIONS</b>	...	...	134,355,414	52,644,800	98,629,700	98,629,700	77,892,000
<b>NATIONAL LIBRARY BOARD PROGRAMME</b>							
Punggol Regional Library	62,930,000	61,784,969	431,840	—	404,300	404,300	308,800
Libraries of the Future (LOTF) Phase II	86,900,000	11,613,688	14,473,171	12,282,300	11,543,300	11,543,300	26,210,800
NLB's Prioritised Digitisation, Preservation and Access Works	4,255,145	1,454,115	549,577	606,500	477,100	477,100	1,597,000
NLB's Technology Refresh of Autosorters in NLB Libraries	9,710,000	—	424,384	4,698,700	3,513,200	3,513,200	1,958,900
Relocation of Jurong Regional Library at Jurong East Integrated Hub (JEIH)	32,520,000	—	7,740	736,500	984,600	984,600	1,074,500
Relocation of Toa Payoh Regional Library to Toa Payoh Integrated Development	126,690,000	—	—	—	12,550,500	12,550,500	22,506,200
New Projects	...	...	—	6,956,700	1,016,000	1,016,000	5,299,700
Completed Projects	...	...	4,184,917	1,807,200	2,075,600	2,075,600	—
<b>INFO-COMMUNICATIONS MEDIA DEVELOPMENT AUTHORITY PROGRAMME</b>							
Nationwide Broadband Network Upgrade 2.0	100,000,000	—	2,000,000	8,190,000	54,294,000	54,294,000	5,585,400
Energy Efficient Grant for Data Centre Sector	8,220,000	—	—	5,868,500	3,260,300	3,260,300	820,400
Building the Digital Economy for Singapore	19,030,000	—	4,860,000	7,898,400	4,388,000	4,388,000	6,530,300
Completed Projects	...	...	12,054,000	600,000	—	—	—
<b>SMART NATION GROUP PROGRAMME</b>							
Minor Development Projects	...	...	4,128,718	3,000,000	4,122,800	4,122,800	6,000,000
Completed Projects	...	...	3,170,100	—	—	—	—
<b>GOVERNMENT TECHNOLOGY AGENCY PROGRAMME</b>							
Completed Projects	...	...	88,070,967	—	—	—	—

## KEY PERFORMANCE INDICATORS

### Desired Outcomes

- An open and globally-connected digital economy
- A connected and inclusive digital society
- A resilient and secure cyberspace for all
- Building a digital government
- Strong and mutual trust between people and the government

### Key Performance Indicators

Desired Outcome	Performance Indicator	Actual FY2023	Actual FY2024	Revised FY2025	Estimated FY2026
An open and globally-connected digital economy	Composite International Infocomm Rankings Index <sup>1</sup>	1 <sup>st</sup>	1 <sup>st</sup>	Top 3	Top 3
	Real value-added of Information & Communications (I&C) Sector (\$ billion) <sup>2</sup>	34.76	36.49	n.a.	n.a.
	Real value-added per worker of I&C sector (\$ million) <sup>2</sup>	0.19	0.20	n.a.	n.a.
A connected and inclusive digital society	Library Reach Index (%) <sup>3</sup>	78.0	69.9	69.8	≥70.0
	Public satisfaction with Public Service Broadcast (PSB) (%) <sup>4</sup>	79.8	77.9	78.5	75.0
	% of resident households with access to broadband <sup>5</sup>	98.5	98.5	98.5	98.5
A resilient and secure cyberspace for all	No. of major cybersecurity incidents on government critical systems	0	0	0	n.a.
	No. of organisations that have been certified with cyber essentials and cyber trust marks, or equivalent certifications <sup>6</sup>	225	500	850	1,000
Building a digital government	UN e-government ranking – e-Government Development Index (EGDI) <sup>7</sup>	n.a.	3 <sup>rd</sup>	n.a.	n.a.
	Citizen satisfaction towards government digital services – % of citizens who had a positive digital experience (Rating of 6 and above on an 11-point scale) <sup>8</sup>	83.0	n.a.	91.0	n.a.
	Business satisfaction towards government digital services – % of businesses who are overall satisfied (Rating of 4 and above on a 5-point scale) <sup>9</sup>	83.0	n.a.	80.0	n.a.

<sup>1</sup> The FY2025 figure is an interim figure as the computation of the composite ranking is pending the publication of the next edition of the Portulans Institute's (PI) Network Readiness Index (NRI) 2025 Report.

<sup>2</sup> Gross Domestic Product (GDP) and productivity estimates are subject to revisions with the incorporation of updates to the comprehensive survey and administrative data. The FY2023 figure has been revised due to these updates. FY2025 figures will be available in Q1 2026.

<sup>3</sup> The Library Reach Index is based on a survey that asks Singapore residents about their engagement with the National Library Board from July of the preceding year to August of the year that the survey is held.

<sup>4</sup> This indicator measures public satisfaction with local Public Service Media (PSM) content across broadcast and online platforms. To better reflect the broadened scope of the public service media ecosystem, the methodology in deriving the public satisfaction score for this indicator has been updated to include Mediacorp's and other PSM partners' performance from FY2025 onwards (this has been applied to the FY2023 and FY2024 figures as well). The revised FY2025 figure is an interim figure as of 1H FY2025.

<sup>5</sup> This indicator is based on the IMDA Annual Survey on Infocomm Usage in Households. FY2025 and FY2026 figures are estimates. The actual FY2025 figure is expected to be available from Q2 2026.

<sup>6</sup> The data reported is cumulative.

<sup>7</sup> Based on the United Nations e-Government Survey conducted biennially.

<sup>8</sup> The FY2023 figure is based on a GovTech-commissioned survey, which has since been replaced with a new study. The FY2025 figure is based on the Government Services Benchmarking study (GSB) conducted by PSD and CSC. This figure is based on interim data (April to September 2025), and full FY2025 data will be available in September of the following FY. While the data from FY2023 has been included to provide context on historical performance trends, the data from FY2025 onwards should not be directly compared to the data from previous years.

<sup>9</sup> The FY2023 figure is based on a GovTech-commissioned survey, which has since been replaced with a new study. The FY2025 figure is based on interim data from MDDI's Business Sentiments Poll (BSP), and full FY2025 data will be available by Q3 2026. While the data from FY2023 has been included to provide context on historical performance trends, the data from FY2025 onwards should not be directly compared to the data from previous years.

Desired Outcome	Performance Indicator	Actual FY2023	Actual FY2024	Revised FY2025	Estimated FY2026
Strong and mutual trust between people and the government	Government Communications Index <sup>10</sup>		n.a.	6.8 (out of 9)	6.4 (out of 9)
	Public Engagement Index <sup>10</sup>		n.a.	6.0 (out of 9)	5.8 (out of 9)

<sup>10</sup> The Government Communications Index (GCI) and Public Engagement Index (PEI) are both tracked through MDDI's Government Communications Study (GCS). The GCI measures the perceived effectiveness of government communications, while the PEI measures the perceived effectiveness of public engagement and is jointly shared between MDDI and MCCY. The GCS was conducted biennially from FY2014 to FY2024 and will be conducted annually from FY2025. Therefore, there is no data available for reporting in FY2023.

Head R

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Ministry of Law



# HEAD R

## MINISTRY OF LAW

### OVERVIEW

#### Mission Statement

Advancing access to justice, the rule of law, the economy and society through policy, law and services.

#### Vision Statement

A Trusted Legal System; A Trusted Singapore.

### FY2026 EXPENDITURE ESTIMATES

#### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
	<b>TOTAL EXPENDITURE</b>	<b>639,390,117</b>	<b>454,354,400</b>	<b>451,068,400</b>	<b>659,356,700</b>	<b>208,288,300</b>	<b>46.2</b>
	<b>MAIN ESTIMATES</b>						
	<b>OPERATING EXPENDITURE</b>	<b>272,693,178</b>	<b>315,380,900</b>	<b>314,625,500</b>	<b>372,309,100</b>	<b>57,683,600</b>	<b>18.3</b>
	<i>RUNNING COSTS</i>	254,429,143	291,008,700	289,998,900	343,957,700	53,958,800	18.6
	<i>Expenditure on Manpower</i>	<b>79,623,914</b>	<b>93,317,000</b>	<b>95,515,300</b>	<b>103,145,400</b>	<b>7,630,100</b>	<b>8.0</b>
1200	Political Appointments	1,905,840	2,745,500	3,051,300	2,595,400	(455,900)	(14.9)
1500	Permanent Staff	77,555,256	90,245,900	90,796,300	99,550,000	8,753,700	9.6
1600	Temporary, Daily-Rated and Other Staff	162,818	325,600	1,667,700	1,000,000	(667,700)	(40.0)
	<i>Other Operating Expenditure</i>	<b>163,509,950</b>	<b>170,010,800</b>	<b>169,995,100</b>	<b>202,127,500</b>	<b>32,132,400</b>	<b>18.9</b>
2100	Consumption of Products and Services	156,157,529	158,064,400	161,779,300	189,533,700	27,754,400	17.2
2200	Maintenance	–	–	–	8,862,300	8,862,300	n.a.
2300	Staff Development and Well-Being	–	–	–	2,913,900	2,913,900	n.a.
2300A	Manpower Development	1,617,975	2,542,100	1,984,400	–	(1,984,400)	(100.0)
2400	International and Public Relations, Communications	5,320,973	9,267,600	6,092,400	694,200	(5,398,200)	(88.6)
2700	Asset Acquisition	338,276	30,000	34,000	23,000	(11,000)	(32.4)
2800	Miscellaneous	75,197	106,700	105,000	100,400	(4,600)	(4.4)
	<b>Grants, Transfers and Capital Injections</b>	<b>11,295,279</b>	<b>27,680,900</b>	<b>24,488,500</b>	<b>38,684,800</b>	<b>14,196,300</b>	<b>58.0</b>
3100	Grants and Capital Injections to Statutory Boards	11,295,279	27,680,900	24,488,500	38,684,800	14,196,300	58.0

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
	<b>TRANSFERS</b>	<b>18,264,035</b>	<b>24,372,200</b>	<b>24,626,600</b>	<b>28,351,400</b>	<b>3,724,800</b>	<b>15.1</b>
3600	Transfers to Institutions and Organisations	16,730,055	20,972,900	21,234,500	25,243,100	4,008,600	18.9
3800	International Organisations and Overseas Development Assistance	1,533,979	3,399,300	3,392,100	3,108,300	(283,800)	(8.4)
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>34,075,860</b>	<b>41,060,900</b>	<b>41,050,400</b>	<b>45,510,400</b>	<b>4,460,000</b>	<b>10.9</b>
4100	Expenses on Land Sales	34,075,860	41,014,400	41,014,400	45,464,400	4,450,000	10.8
4600	Loans and Advances (Disbursement)	–	46,500	36,000	46,000	10,000	27.8
	<b>DEVELOPMENT ESTIMATES</b>						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>366,696,939</b>	<b>138,973,500</b>	<b>136,442,900</b>	<b>287,047,600</b>	<b>150,604,700</b>	<b>110.4</b>
5100	Government Development	366,590,739	138,925,000	136,155,900	286,818,400	150,662,500	110.7
5200	Grants and Capital Injections to Organisations	106,199	48,500	287,000	229,200	(57,800)	(20.1)

## Establishment List

Category/Personnel	Actual	Estimated	Revised	Estimated
	FY2024	FY2025	FY2025	FY2026
<b>POLITICAL APPOINTMENTS</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
Minister	2	2	1	1
Senior Minister of State	–	–	1	1
Minister of State	1	1	–	–
Senior Parliamentary Secretary	–	–	1	1
<b>PERMANENT STAFF</b>	<b>524</b>	<b>578</b>	<b>541</b>	<b>589</b>
Administrative	5	5	2	2
Information Service (2008)	4	4	7	7
Legal	72	78	78	85
Management Executive Scheme (2008)	426	474	428	468
Management Support Scheme (2008)	17	17	14	14
Others	–	–	12	13
<b>TOTAL</b>	<b>527</b>	<b>581</b>	<b>544</b>	<b>592</b>

## FY2025 BUDGET

The revised FY2025 total expenditure of the Ministry of Law is expected to be \$451.07 million. This is a decrease of \$188.32 million or 29.5% compared to the actual FY2024 total expenditure of \$639.39 million. Of the revised FY2025 total expenditure, \$314.63 million or 69.8% is for operating expenditure while \$136.44 million or 30.2% is for development expenditure.

### *Operating Expenditure*

The revised FY2025 operating expenditure of the Ministry of Law is expected to be \$314.63 million. This is an increase of \$41.93 million or 15.4% compared to the actual FY2024 operating expenditure of \$272.69 million. The increase is mainly due to higher expenditure on manpower, consumption of products and services and provision of grants.

### *Development Expenditure*

The revised FY2025 development expenditure of the Ministry of Law is expected to be \$136.44 million. This is a decrease of \$230.25 million or 62.8% compared to the actual FY2024 development expenditure of \$366.70 million. The decrease is mainly due to lower land acquisition costs.

### *Other Consolidated Fund Outlays*

The revised FY2025 other consolidated fund outlays of the Ministry of Law are expected to be \$41.05 million. This is an increase of \$6.97 million or 20.5% compared to the actual FY2024 other consolidated fund outlays of \$34.08 million. The increase is mainly due to a projected increase in the number and value of land sites sold.

## FY2026 BUDGET

The FY2026 total expenditure of the Ministry of Law is projected to be \$659.36 million. This is an increase of \$208.29 million or 46.2% compared to the revised FY2025 total expenditure of \$451.07 million. Of the FY2026 total expenditure, \$372.31 million or 56.5% is for operating expenditure while \$287.05 million or 43.5% is for development expenditure.

### *Operating Expenditure*

The FY2026 operating expenditure of the Ministry of Law is projected to be \$372.31 million. This is an increase of \$57.68 million or 18.3% compared to the revised FY2025 operating expenditure of \$314.63 million. The increase is mainly due to higher consumption of products and services and provision of grants.

### *Development Expenditure*

The FY2026 development expenditure of the Ministry of Law is projected to be \$287.05 million. This is an increase of \$150.60 million or 110.4% compared to the revised FY2025 development expenditure of \$136.44 million. The increase is mainly due to higher projected land acquisition costs and higher expenditure for new development projects anticipated in FY2026.

## ***Total Expenditure by Programmes***

### *Lands and Properties Administration Programme*

The Lands and Properties Administration Programme administered through the Singapore Land Authority includes the management of State land and properties, State land sales, and compulsory acquisition of private land. The FY2026 operating budget for this programme is \$155.51 million or 41.8% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$276.19 million or 96.2% of the total FY2026 development expenditure.

### *Management and Development Programme*

The Management and Development Programme formulates policies and legislation for sectors under the Ministry's purview (e.g. intellectual property, insolvency, legal aid), implements data governance measures, and drives digital transformation within the Ministry. The FY2026 operating budget for this programme is \$123.21 million or 33.1% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$10.86 million or 3.8% of the total FY2026 development expenditure.

### *Policy and Corporate Services Programme*

The Policy and Corporate Services Programme formulates and reviews legal and land policies, administers law practice licensing, and provides corporate support for the Ministry, including in human resource, finance, corporate planning and development, as well as audit and enterprise risk management. The FY2026 operating budget for this programme is \$54.27 million or 14.6% of the total FY2026 operating expenditure.

### *Insolvency Programme*

The Insolvency Programme administers bankruptcies, debt repayment schemes, company liquidations, and regulates insolvency practitioners. The FY2026 operating budget for this programme is \$13.18 million or 3.5% of the total FY2026 operating expenditure.

### *Legal Aid Programme*

The Legal Aid Programme provides legal aid, assistance, and advice to persons of limited means on a wide range of civil matters such as divorce, adoptions, tenancy disputes, and motor and industrial accident claims. The FY2026 operating budget for this programme is \$12.44 million or 3.3% of the total FY2026 operating expenditure.

### *Registries of Moneylenders and Pawnbrokers Programme*

The Registries of Moneylenders and Pawnbrokers Programme licenses and regulates moneylenders and pawnbrokers. The FY2026 operating budget for this programme is \$4.26 million or 1.1% of the total FY2026 operating expenditure.

### *Maintenance Enforcement Programme*

The Maintenance Enforcement Programme strengthens the enforcement of maintenance orders between legally separated parties. The FY2026 operating budget for this programme is \$3.90 million or 1.0% of the total FY2026 operating expenditure.

### *Public Trustee Programme*

The Public Trustee Programme administers relevant estates of deceased persons and relevant motor accident compensation claims. The FY2026 operating budget for this programme is \$2.67 million or 0.7% of the total FY2026 operating expenditure.

### *Community Mediation Programme*

The Community Mediation Programme provides community mediation services to the public and promotes mediation as a preferred means of dispute resolution. The FY2026 operating budget for this programme is \$2.55 million or 0.7% of the total FY2026 operating expenditure.

### *Appeals Board Programme*

The Appeals Board Programme is a tribunal constituted under the Land Acquisition Act to hear appeals lodged against compensation awards made by the Collector of Land Revenue. The FY2026 operating budget for this programme is \$0.32 million or 0.1% of the total FY2026 operating expenditure.

### *Other Consolidated Fund Outlays*

The FY2026 other consolidated fund outlays of the Ministry of Law are projected to be \$45.51 million. This is an increase of \$4.46 million or 10.9% compared to the revised FY2025 other consolidated fund outlays of \$41.05 million. The increase is mainly due to an projected increase in the number and value of land sites sold.

## Total Expenditure by Programme

Code	Programme	Running	Operating	Development	Total	
		Costs	Transfers	Expenditure	Expenditure	
		\$	\$	\$	\$	
R-A	Management and Development Programme	97,500,300	25,712,300	123,212,600	10,858,600	134,071,200
R-D	Appeals Board Programme	316,500	–	316,500	–	316,500
R-E	Public Trustee Programme	2,667,900	–	2,667,900	–	2,667,900
R-F	Registries of Moneylenders and Pawnbrokers Programme	4,255,200	–	4,255,200	–	4,255,200
R-G	Insolvency Programme	13,180,500	–	13,180,500	–	13,180,500
R-I	Legal Aid Programme	12,443,500	–	12,443,500	–	12,443,500
R-J	Policy and Corporate Services Programme	51,631,000	2,639,100	54,270,100	–	54,270,100
R-N	Lands and Properties Administration Programme	155,511,500	–	155,511,500	276,189,000	431,700,500
R-O	Community Mediation Programme	2,550,800	–	2,550,800	–	2,550,800
R-P	Maintenance Enforcement Programme	3,900,500	–	3,900,500	–	3,900,500
<b>Total</b>		<b>343,957,700</b>	<b>28,351,400</b>	<b>372,309,100</b>	<b>287,047,600</b>	<b>659,356,700</b>

## Development Expenditure by Project

Project Title	Actual Expenditure					
	Total Project Cost	Up to End of FY2023	Actual	Estimated	Revised	Estimated
			FY2024	FY2025	FY2025	FY2026
	\$	\$	\$	\$	\$	\$
<b>DEVELOPMENT EXPENDITURE</b>	...	...	<b>366,696,939</b>	<b>138,973,500</b>	<b>136,442,900</b>	<b>287,047,600</b>
<b>GOVERNMENT DEVELOPMENT</b>	...	...	366,590,739	138,925,000	136,155,900	286,818,400
<b>MANAGEMENT AND DEVELOPMENT PROGRAMME</b>						
Public Defender's Office Case Management System	9,724,753	1,408,922	4,151,638	81,000	3,281,900	461,000
MinLaw Development Projects	12,764,750	374,877	5,238,782	5,225,000	5,849,800	1,301,200
Minor Development Projects	...	...	2,093,741	9,171,400	8,374,500	8,867,200
Completed Projects	...	...	2,413,248	4,664,200	320,000	–
<b>LANDS AND PROPERTIES ADMINISTRATION PROGRAMME</b>						
Restoration works at 9 & 15 Stadium Link (former Kallang Airport)	13,620,000	9,433,563	184,847	777,500	1,160,000	510,000
Remediation works at Kampong Bugis	39,000,000	9,329,126	3,671,110	7,384,300	6,761,000	3,000,000
Land Essential Works	39,825,000	9,096,228	3,456,107	1,509,700	533,000	3,129,700
Restoration Works at No. 9 Shenton Way	14,340,000	12,668	120,744	2,930,200	180,000	901,300
Restoration Works at Tanjong Pagar Railway Station	48,990,000	16	551,803	6,188,500	1,562,500	235,200
Safeguarding public safety on offshore islands	15,260,000	833,312	–	–	117,300	16,500
Chong Pang Integrated Development	341,080,000	–	40,781,226	62,634,700	68,988,900	89,930,500
Building Essential Works for State Properties	84,450,000	29,999,698	9,686,131	9,295,600	15,270,000	25,428,100
Remediation Works at Queens Crescent and Lower Delta, and Environmental Site Assessment at Selected Sites	71,700,000	–	218,750	493,800	357,500	650,000
Land Acquisition for General Development	...	...	279,909,388	16,616,300	17,060,600	51,984,200
Improvement to State Lands / Provision of Amenities	...	...	8,033,796	867,500	610,000	106,800

Project Title	Total Project Cost	Actual Expenditure				Revised FY2025	Estimated FY2026
		\$	\$	\$	\$		
Remediation at 21 Lim Chu Kang Lane 6F	8,000,000	–	–	–	–	104,000	280,000
Remediation at Geylang Bahru Lane and Restoration at Old Changi Hospital	48,440,000	–	–	–	–	151,000	720,000
New Projects	...	...	–	9,402,300	4,905,900	99,296,700	
Completed Projects	...	...	6,079,429	1,683,000	568,000		–
<b>GRANTS &amp; CAPITAL INJECTIONS TO ORGANISATIONS</b>	...	...	106,199	48,500	287,000	229,200	
<b>MANAGEMENT AND DEVELOPMENT PROGRAMME</b>							
Minor Development Projects	...	...	106,199	48,500	287,000	229,200	

## KEY PERFORMANCE INDICATORS

### Desired Outcomes

- A sound and progressive legal framework
- Access to legal help for low-income residents
- Effective community mediation services
- An efficient public trustee system
- A vibrant legal services sector
- A sound and efficient insolvency regime
- Optimal use of land resources
- An efficient and reliable land titles registration system
- A robust intellectual property regime

### Key Performance Indicators

Desired Outcome	Performance Indicator	Actual FY2023	Actual FY2024	Revised FY2025	Estimated FY2026
A sound and progressive legal framework	World Ranking of Singapore's Rule of Law in the IMD's World Competitiveness Yearbook	4 <sup>th</sup>	3 <sup>rd</sup>	5 <sup>th</sup>	Top 10
	World Ranking of Singapore's Fairness in Administration of Justice in the IMD's World Competitiveness Yearbook	17 <sup>th</sup>	5 <sup>th</sup>	5 <sup>th</sup>	Top 10
	World Ranking of Singapore in the World Justice Project Rule of Law Index – Civil Justice is Not Subject to Unreasonable Delay	1 <sup>st</sup>	1 <sup>st</sup>	1 <sup>st</sup>	Top 5
	World Ranking of Singapore in the World Justice Project Rule of Law Index – Civil Justice is Effectively Enforced	2 <sup>nd</sup>	4 <sup>th</sup>	2 <sup>nd</sup>	Top 5
	World Ranking of Singapore in the World Justice Project Rule of Law Index – Criminal Justice	7 <sup>th</sup>	7 <sup>th</sup>	8 <sup>th</sup>	Top 10
Access to legal help for low-income residents	% of cases where processing of new civil legal aid application is completed within 4 months of registration <sup>1</sup>	98.8	96.4	>95.0	>95.0
	% of cases where processing of new criminal defence aid application is completed within 6 weeks of registration <sup>1</sup>	95.5	95.0	>80.0	>80.0
Effective community mediation services	Settlement rate of cases mediated by the Community Mediation Centre (%) <sup>2</sup>	83.0	77.0	>75.0	>75.0
An efficient public trustee system	% of cases of un-nominated CPF monies where beneficiaries received distribution from public trustee within 28 working days of receipt of complete documentation and monies <sup>3</sup>	83.5	85.9	>80.0	>80.0
A vibrant legal services sector	Nominal value-added of the legal services sector (\$ billions) <sup>4,5</sup>	3.21	3.27	3.34	3.44
	Dollar value of legal services exports (\$ billions) <sup>4</sup>	1.69	1.74	1.77	1.83

<sup>1</sup> Figure for Actual FY2023 has been revised from previous Revenue and Expenditure Estimates following change from Calendar Year (CY) to Financial Year (FY) reporting.

<sup>2</sup> Figure for Actual FY2023 has been revised from previous Revenue and Expenditure Estimates based on updated figures from Community Mediation Unit.

<sup>3</sup> Figure for Actual FY2023 has been revised from previous Revenue and Expenditure Estimates following revision in methodology.

<sup>4</sup> Figures are reported on a CY basis.

<sup>5</sup> Figure has been revised from previous Revenue and Expenditure Estimates following revised figures from Department of Statistics.

Desired Outcome	Performance Indicator	Actual FY2023	Actual FY2024	Revised FY2025	Estimated FY2026
A sound and efficient insolvency regime	% of discharged bankruptcy cases where all dividends are paid to creditors within 4 weeks of discharge	98.1	97.6	>95.0	>95.0
Optimal use of land resources	Utilisation rate of State land available for use (%)	96.2	96.4	>95.0	>95.0
	Occupancy rate of usable State properties managed by SLA (%)	97.6	98.9	>95.0	>95.0
An efficient and reliable land titles registration system	% of documents registered within target time <sup>6</sup>	99.1	99.2	>90.0	>90.0
A robust intellectual property regime	World Ranking of Singapore's innovation ecosystem in the World Intellectual Property Organization's Global Innovation Index	5 <sup>th</sup>	4 <sup>th</sup>	5 <sup>th</sup>	Top 5

<sup>6</sup> This is a composite indicator for the registration of property transactions (e.g., registration for private property and HDB documents, issuance of new certificates of title pursuant to issue of State titles, issuance of new certificates of title pursuant to applications, notification of caveats). Target times range from 1 to 14 working days.

Head S

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Ministry of Manpower



## HEAD S

### MINISTRY OF MANPOWER

#### OVERVIEW

##### Mission Statement

We empower Singaporeans to access good job opportunities and have a secure retirement. We ensure workers are able to work in safe, fair and progressive workplaces. We enable businesses to thrive and create good jobs for Singaporeans.

#### FY2026 EXPENDITURE ESTIMATES

##### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
<b>TOTAL EXPENDITURE</b>		<b>3,085,934,992</b>	<b>3,704,023,500</b>	<b>4,072,781,700</b>	<b>4,099,689,500</b>	<b>26,907,800</b>	<b>0.7</b>
<b>MAIN ESTIMATES</b>							
	<b>OPERATING EXPENDITURE</b>	<b>2,967,671,028</b>	<b>3,584,806,700</b>	<b>3,931,289,900</b>	<b>3,920,999,400</b>	<b>(10,290,500)</b>	<b>(0.3)</b>
	<i>RUNNING COSTS</i>	1,056,638,407	1,088,896,100	1,125,055,700	1,153,048,400	27,992,700	2.5
	<i>Expenditure on Manpower</i>	<b>330,744,850</b>	<b>316,130,700</b>	<b>346,788,900</b>	<b>354,666,400</b>	<b>7,877,500</b>	<b>2.3</b>
1200	Political Appointments	1,753,580	1,725,800	2,215,200	2,187,100	(28,100)	(1.3)
1500	Permanent Staff	328,656,832	313,986,400	344,132,000	352,037,600	7,905,600	2.3
1600	Temporary, Daily-Rated and Other Staff	334,438	418,500	441,700	441,700	—	—
	<i>Other Operating Expenditure</i>	<b>384,247,621</b>	<b>417,047,400</b>	<b>415,457,600</b>	<b>410,670,200</b>	<b>(4,787,400)</b>	<b>(1.2)</b>
2100	Consumption of Products and Services	365,198,179	396,330,700	393,545,900	369,284,700	(24,261,200)	(6.2)
2200	Maintenance	—	—	—	28,722,400	28,722,400	n.a.
2300	Staff Development and Well-Being	—	—	—	8,448,300	8,448,300	n.a.
2300A	Manpower Development	5,795,155	8,200,500	9,855,600	—	(9,855,600)	(100.0)
2400	International and Public Relations, Communications	7,844,797	6,342,300	8,213,000	221,600	(7,991,400)	(97.3)
2700	Asset Acquisition	5,353,583	6,089,100	3,794,100	3,973,300	179,200	4.7
2800	Miscellaneous	55,907	84,800	49,000	19,900	(29,100)	(59.4)
	<b>Grants, Transfers and Capital Injections</b>	<b>341,645,937</b>	<b>355,718,000</b>	<b>362,809,200</b>	<b>387,711,800</b>	<b>24,902,600</b>	<b>6.9</b>
3100	Grants and Capital Injections to Statutory Boards	221,439,935	227,663,800	234,955,800	258,392,600	23,436,800	10.0
3400	Grants and Capital Injections to Others	120,206,002	128,054,200	127,853,400	129,319,200	1,465,800	1.1
	<b>TRANSFERS</b>	<b>1,911,032,620</b>	<b>2,495,910,600</b>	<b>2,806,234,200</b>	<b>2,767,951,000</b>	<b>(38,283,200)</b>	<b>(1.4)</b>
3500	Social Transfers to Individuals	1,822,709,256	2,423,808,900	2,714,590,800	2,609,164,400	(105,426,400)	(3.9)
3600	Transfers to Institutions and Organisations	85,375,107	69,238,100	88,779,700	155,923,000	67,143,300	75.6
3800	International Organisations and Overseas Development Assistance	2,948,258	2,863,600	2,863,700	2,863,600	(100)	0.0

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025		
		FY2024	FY2025	FY2025	FY2026			
		\$	\$	\$	\$	\$	%	
DEVELOPMENT ESTIMATES								
	<b>DEVELOPMENT EXPENDITURE</b>	<b>118,263,964</b>	<b>119,216,800</b>	<b>141,491,800</b>	<b>178,690,100</b>	<b>37,198,300</b>	<b>26.3</b>	
5100	Government Development	84,609,361	103,722,800	112,587,700	175,317,000	62,729,300	55.7	
5200	Grants and Capital Injections to Organisations	33,654,603	15,494,000	28,904,100	3,373,100	(25,531,000)	(88.3)	

## Establishment List

Category/Personnel	Actual	Estimated	Revised	Estimated
	FY2024	FY2025	FY2025	FY2026
<b>POLITICAL APPOINTMENTS</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
Minister	1	1	1	1
Senior Minister of State	2	2	1	1
Minister of State	1	1	1	1
Senior Parliamentary Secretary	–	–	1	1
<b>OTHER STATUTORY APPOINTMENTS</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
President, Industrial Arbitration Court	1	1	1	1
<b>PERMANENT STAFF</b>	<b>2,174</b>	<b>2,192</b>	<b>2,320</b>	<b>2,494</b>
Administrative	12	12	23	23
Corporate Support	13	13	13	13
Deputy President, Industrial Arbitration Court	1	1	1	1
Economist Service	4	4	8	10
Engineering Profession (Manpower)	136	136	146	149
Finance Profession Scheme (2024)	4	4	3	4
Home Affairs Uniformed Services (Police) 2016	–	–	2	2
Home Team Specialist Scheme (HTSS)	–	–	1	1
Information Service (2008)	–	–	16	15
Legal	8	8	5	5
Management Executive Scheme (2008)	1,832	1,850	1,854	2,023
Management Support Scheme (2008)	124	124	184	184
Medical Scheme (2014)	–	–	3	3
Medical Scheme (Manpower)	5	5	2	2
Operations Support	–	–	9	9
Others	–	–	40	40
Statistician (Manpower) (2008)	34	34	1	1
Technical Support Scheme (2008)	1	1	8	8
Youth Executive	–	–	1	1
<b>TEMPORARY, DAILY-RATED &amp; OTHER STAFF</b>	<b>991</b>	<b>480</b>	<b>–</b>	<b>–</b>
Engineering Profession (Manpower)	28	28	–	–
Management Executive Scheme (2008)	958	447	–	–
Statistician (Manpower) (2008)	5	5	–	–
<b>TOTAL</b>	<b>3,170</b>	<b>2,677</b>	<b>2,325</b>	<b>2,499</b>

## FY2025 BUDGET

The revised FY2025 total expenditure of the Ministry of Manpower is expected to be \$4.07 billion. This is an increase of \$986.85 million or 32.0% compared to the actual FY2024 total expenditure of \$3.09 billion. Of the revised FY2025 total expenditure, \$3.93 billion or 96.5% is for operating expenditure while \$141.49 million or 3.5% is for development expenditure.

### *Operating Expenditure*

The revised FY2025 operating expenditure of the Ministry of Manpower is expected to be \$3.93 billion. This is an increase of \$963.62 million or 32.5% compared to the actual FY2024 operating expenditure of \$2.97 billion. The increase is mainly due to higher requirements for schemes in FY2025 due to enhancements taking effect from 2025 such as the Matched Retirement Savings Scheme (MRSS), Workfare Income Supplement Scheme (WIS) and Silver Support Scheme (SSS).

### *Development Expenditure*

The revised FY2025 development expenditure of the Ministry of Manpower is expected to be \$141.49 million. This is an increase of \$23.23 million or 19.6% compared to the actual FY2024 development expenditure of \$118.26 million. The increase is mainly due to higher cashflow requirements for the Ministry's development projects.

## FY2026 BUDGET

The FY2026 total expenditure of the Ministry of Manpower is projected to be \$4.10 billion. This is an increase of \$26.91 million or 0.7% compared to the revised FY2025 total expenditure of \$4.07 billion. Of the FY2026 total expenditure, \$3.92 billion or 95.6% is for operating expenditure while \$178.69 million or 4.4% is for development expenditure.

### *Operating Expenditure*

The FY2026 operating expenditure of the Ministry of Manpower is projected to be \$3.92 billion. This is a decrease of \$10.29 million or 0.3% compared to the revised FY2025 operating expenditure of \$3.93 billion. The decrease is mainly due to lower projected expenditure on transfers.

### *Development Expenditure*

The FY2026 development expenditure of the Ministry of Manpower is projected to be \$178.69 million. This is an increase of \$37.20 million or 26.3% compared to the revised FY2025 development expenditure of \$141.49 million. The increase is mainly due to higher cashflow requirements for development projects in the Ministry.

### *Total Expenditure by Programmes*

#### *Financial Security for Singaporeans Programme*

The Financial Security for Singaporeans Programme aims to help Singaporeans achieve financial security throughout their working lives, and peace of mind in retirement. The FY2026 operating budget for this programme is \$2.65 billion or 67.6% of the total FY2026 operating expenditure.

### *Productive Workforce Programme*

The Productive Workforce Programme aims to develop an agile, productive and resilient workforce that supports a competitive economy. The FY2026 operating budget for this programme is \$602.57 million or 15.4% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$23.52 million or 13.2% of the total FY2026 development expenditure.

### *Progressive Workplaces Programme*

The Progressive Workplaces Programme seeks to build an inclusive workforce and progressive workplaces to ensure worker well-being, workplace health and safety, and harmonious labour relations. The FY2026 operating budget for this programme is \$408.59 million or 10.4% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$125.56 million or 70.3% of the total FY2026 development expenditure.

### *Corporate Services and Information Technology Programme*

The Corporate Services and Information Technology Programme covers the setting of broad policy and strategic directions for the Ministry, legal and prosecution services, customer responsiveness and communications. The FY2026 operating budget for this programme is \$257.26 million or 6.6% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$29.61 million or 16.6% of the total FY2026 development expenditure.

## Total Expenditure by Programme

Code	Programme	Running Costs		Operating Expenditure		Development Expenditure		Total Expenditure
		\$	\$	\$	\$	\$	\$	
S-Q	Financial Security for Singaporeans Programme	72,584,100	2,579,988,700	2,652,572,800	—	—	—	2,652,572,800
S-R	Corporate Services and Information Technology Programme	252,397,800	4,863,600	257,261,400	29,608,300	—	—	286,869,700
S-S	Productive Workforce Programme	422,587,100	179,984,800	602,571,900	23,519,200	—	—	626,091,100
S-T	Progressive Workplaces Programme	405,479,400	3,113,900	408,593,300	125,562,600	—	—	534,155,900
<b>Total</b>		<b>1,153,048,400</b>	<b>2,767,951,000</b>	<b>3,920,999,400</b>	<b>178,690,100</b>	<b>—</b>	<b>—</b>	<b>4,099,689,500</b>

## Development Expenditure by Project

Project Title	Actual Expenditure						\$	
	Total Project Cost	Up to End of		Actual FY2024	Estimated FY2025	Revised FY2025		
		FY2023	FY2024					
<b>DEVELOPMENT EXPENDITURE</b>	...	...	...	<b>118,263,964</b>	<b>119,216,800</b>	<b>141,491,800</b>	<b>178,690,100</b>	
<i>GOVERNMENT DEVELOPMENT</i>	...	...	...	84,609,361	103,722,800	112,587,700	175,317,000	
<b>FINANCIAL SECURITY FOR SINGAPOREANS PROGRAMME</b>								
Completed Projects	...	...	—	—	1,982,800	287,300	—	
<b>CORPORATE SERVICES AND INFORMATION TECHNOLOGY PROGRAMME</b>								
Development of Citizen Disbursement IT System	87,104,200	3,001,905	—	—	—	—	2,919,600	
MOM Headquarters Workplace Renovation	26,000,000	—	1,440,483	13,600,000	750,800	—	4,275,000	
Feasibility Study of Development Site for MOM Headquarters	6,407,400	—	—	—	—	—	1,918,100	
MOM Integrated Workspace	6,076,100	—	—	—	—	—	3,914,800	
Minor Development Projects (ISTD)	...	...	—	427,300	1,706,100	—	2,197,900	
Minor Development Projects (CRD)	...	...	—	1,182,900	1,164,000	—	5,469,500	
Minor Development Projects (CMD)	...	...	—	5,635,300	1,507,600	—	8,913,400	
Completed Projects	...	...	16,639,073	2,809,300	2,739,500	—	—	
<b>PRODUCTIVE WORKFORCE PROGRAMME</b>								
Future-Ready Work Pass Integrated System	150,818,500	115,540,885	17,623,312	9,228,300	7,746,400	—	725,000	
Call Management System	5,820,800	4,980,936	—	320,000	—	—	238,100	
Labour Market Statistics Website Revamp	2,509,600	2,145,319	—	200,500	—	—	108,000	
Development of Technology Initiatives for Career Health	10,713,800	—	2,205,546	—	4,345,600	—	3,076,400	
First Phase Transformation of Work Permit Policies and Processes in Work Pass Integrated Systems (Back-end module)	14,283,900	—	—	—	—	—	7,676,700	
Minor Development Projects (MRSD)	...	...	—	243,300	763,800	—	417,900	
Minor Development Projects (WPD/WINS)	...	...	—	1,941,400	2,821,900	—	8,522,100	
Completed Projects	...	...	5,666,364	619,300	235,900	—	—	

Project Title	Total Project Cost	Actual Expenditure					
		Up to End of	Actual	Estimated	Revised	Estimated	
		FY2023	FY2024	FY2025	FY2025	FY2026	
<b>PROGRESSIVE WORKPLACES PROGRAMME</b>							
iOSH Technology Refresh	7,105,700	3,102,275	1,039,154	400,000	1,403,500	256,500	
Development of Migrant Worker Purpose-Built Dormitory at Tukang Innovation Lane on a Government Build-Own-Lease model	87,379,000	24,589,624	20,261,980	14,085,700	27,653,600	6,236,100	
Management of Migrant Worker Recreation Centres	29,858,900	15,662,669	172,006	4,649,200	—	5,240,900	
Integrated Foreign Manpower Management 2.0	51,813,000	—	4,102,000	10,309,800	32,571,700	6,612,000	
Systems Enhancement for Platform Worker Protection (LRWD)	754,759	—	527,450	116,600	145,200	48,100	
Systems Enhancement for Platform Worker Protection (OSHD)	3,520,000	—	1,482,042	1,218,200	1,200,000	515,700	
Development of Operation Management System	5,771,800	—	—	—	2,852,300	2,415,900	
Sengkang West Purpose-Built Dormitory and Onboard Centre	279,714,700	—	—	—	5,885,900	68,550,200	
Development of Licence Processing System	6,606,500	—	—	—	509,500	4,619,100	
Minor Development Projects (FMMD)	...	...	—	25,389,800	6,237,400	19,552,400	
Minor Development Projects (LRWD)	...	...	—	553,200	—	518,600	
Minor Development Projects (OSHD)	...	...	—	753,000	—	1,651,500	
Minor Development Projects (WPSD)	...	...	—	—	—	4,862,200	
Minor Development Projects (ACE)	...	...	—	5,576,100	2,117,900	3,865,300	
Completed Projects	...	...	13,449,951	2,480,800	7,941,800	—	
<b>GRANTS &amp; CAPITAL INJECTIONS TO ORGANISATIONS</b>	...	...	33,654,603	15,494,000	28,904,100	3,373,100	
<b>CORPORATE SERVICES AND INFORMATION TECHNOLOGY PROGRAMME</b>							
Development of Citizen Disbursement IT System	87,104,200	46,227,475	22,439,946	9,882,800	12,515,200	—	
Minor Development Projects (CMD)	...	...	—	—	7,827,500	—	
Completed Projects	...	...	545,593	—	—	—	
<b>PRODUCTIVE WORKFORCE PROGRAMME</b>							
MyCareersFuture	41,527,600	31,361,500	3,397,000	113,000	4,470,600	1,722,000	
Development of Technology Initiatives for Career Health	10,713,800	—	—	—	—	54,200	
Minor Development Projects (WSG)	...	...	—	1,024,000	2,925,400	978,800	
Completed Projects	...	...	6,991,767	500	656,000	—	
<b>PROGRESSIVE WORKPLACES PROGRAMME</b>							
Systems Enhancement for Platform Worker Protection (TAL)	1,214,311	—	280,298	136,800	345,500	380,000	
Minor Development Projects (FMMD)	...	...	—	3,776,900	—	—	
Minor Development Projects (OSHD)	...	...	—	—	24,800	33,300	
Minor Development Projects (TAL)	...	...	—	560,000	139,100	204,800	

## KEY PERFORMANCE INDICATORS

### Desired Outcomes

- Productive workforce
- Financial security for Singaporeans
- Safe and progressive workplaces

### Key Performance Indicators

Desired Outcome	Performance Indicator	Actual FY2023	Actual FY2024	Revised FY2025	Estimated FY2026
Productive workforce	Resident long-term unemployment rate (%) <sup>1,2,3</sup>	0.7	0.8	0.9	n.a.
	Resident employment rate (aged 25 to 64) (%) <sup>1,3,4</sup>	82.6	83.4	83.3	n.a.
	Female labour force participation rate (aged 25 to 64) (%) <sup>1,3,4</sup>	79.0	80.7	80.5	n.a.
	No. of job placements <sup>1,5</sup>	54,605	56,336	55,000	55,000
	6-month cohort-based placement rate across all Career Matching Services at physical touchpoints (%) <sup>6</sup>	60.6	58.8	60	60
Financial security for Singaporeans	% of active CPF members who are able to attain Required Retirement Sum at age 55 <sup>1,7</sup>	67.6	70.5	72.0	73.1
	Labour force participation rate of older residents (aged 50 to 59) (%) <sup>1,3,4</sup>	80.6	81.9	81.9	n.a.
	Labour force participation rate of older residents (aged 60 to 69) (%) <sup>1,3,4</sup>	58.6	59.7	59.6	n.a.
Safe and progressive workplaces	No. of workplace fatal injuries per 100,000 employed persons <sup>1,8</sup>	0.99	1.2	0.92	1.0
	No. of major injuries per 100,000 employed persons <sup>1,8</sup>	16.1	15.9	15.5	12.2
	No. of collective disputes per unionised establishment <sup>1,9,10</sup>	0.03	0.03	0.04	0.06
	No. of individual disputes per 1,000 employees <sup>1,10</sup>	2.53	3.12	3.47	3.82
	No. of employment offences per 1,000 employed persons <sup>1,11</sup>	11.23	12.55	9.69	11.02

<sup>1</sup> Figures for these indicators are reported on a Calendar Year (CY) basis.

<sup>2</sup> The FY2025 figure is a quarterly average of the seasonally adjusted rate from March 2025 to September 2025. The full year rate will be reported in 4Q 2025 Labour Market Report.

<sup>3</sup> 2026 estimates are unavailable as employment forecasts depend on multiple factors, some of which may be difficult to project.

<sup>4</sup> Figures reported are as at June, based on the Comprehensive Labour Force Survey.

<sup>5</sup> Figures, rounded to the nearest thousand, refer to unique counts of jobseekers placed under Workforce Singapore's (WSG) jobseeker-centric programmes and services. These include Career Matching Services by WSG and NTUC's e2i at physical and digital touchpoints, Career Conversion Programmes and other programmes. Targets are set yearly, with 2025 and 2026 figures being targets.

<sup>6</sup> Figures refer to the proportion of jobseekers who were placed within 6 months after registering with WSG/e2i for career matching services at physical touchpoints. Targets are set yearly, with 2025 and 2026 figures being targets. The Actual FY2023 figure of 60.0% reported in the FY2025 Revenue and Expenditure Estimates was an estimate. The Actual FY2023 data is 60.6%.

<sup>7</sup> CY2025 and CY2026 figures are forecasts.

<sup>8</sup> The CY2025 figure is annualised based on 1H2025 data. The CY2026 figure is interpolated from the Workplace Safety and Health (WSH) 2028 target.

<sup>9</sup> Collective disputes affect groups of union members and involve issues like Collective Agreements, National Wages Council (NWC) Guidelines, service conditions, retrenchment benefits and bonus payments.

<sup>10</sup> The CY2025 figure is annualised based on January 2025 to September 2025 data; the full year figure will be available in Q1 2026. The CY2026 figure is a forecast.

<sup>11</sup> This indicator tracks the cumulative offence rates across all of MOM's key legislations, i.e. the Employment Act (EA), the Workplace Safety and Health Act (WSHA), the Work Injury Compensation Act (WICA), the Employment of Foreign Manpower Act (EFMA), and the Foreign Employee Dormitories Act (FEDA). The CY2025 figure is annualised based on the actual results for all the different offence rates. The CY2026 figure is a forecast.

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Ministry of National Development



## HEAD T

### MINISTRY OF NATIONAL DEVELOPMENT

#### OVERVIEW

##### Mission Statement

To develop world-class infrastructure, create a vibrant, resilient and sustainable living environment, provide affordable and accessible public housing, and build rooted and cohesive communities.

#### FY2026 EXPENDITURE ESTIMATES

##### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
<b>TOTAL EXPENDITURE</b>		<b>9,864,697,141</b>	<b>9,302,500,700</b>	<b>9,309,248,500</b>	<b>10,087,151,700</b>	<b>777,903,200</b>	<b>8.4</b>
<b>MAIN ESTIMATES</b>							
	<b>OPERATING EXPENDITURE</b>	<b>8,585,055,515</b>	<b>8,344,980,000</b>	<b>8,274,970,700</b>	<b>8,640,058,800</b>	<b>365,088,100</b>	<b>4.4</b>
	<i>RUNNING COSTS</i>	8,201,301,809	7,985,291,800	7,917,399,900	8,275,349,900	357,950,000	4.5
	<i>Expenditure on Manpower</i>	<b>75,779,947</b>	<b>67,751,900</b>	<b>77,462,700</b>	<b>79,786,600</b>	<b>2,323,900</b>	<b>3.0</b>
1200	Political Appointments	1,838,055	7,383,100	3,740,200	3,852,400	112,200	3.0
1500	Permanent Staff	73,710,822	60,368,800	73,319,300	75,531,000	2,211,700	3.0
1600	Temporary, Daily-Rated and Other Staff	231,070	—	403,200	403,200	—	—
	<i>Other Operating Expenditure</i>	<b>284,714,765</b>	<b>368,232,000</b>	<b>402,355,600</b>	<b>333,816,400</b>	<b>(68,539,200)</b>	<b>(17.0)</b>
2100	Consumption of Products and Services	275,066,737	356,468,400	386,037,400	312,000,400	(74,037,000)	(19.2)
2200	Maintenance	—	—	—	11,422,600	11,422,600	n.a.
2300	Staff Development and Well-Being	—	—	—	3,870,100	3,870,100	n.a.
2300A	Manpower Development	2,107,256	3,723,300	2,898,000	—	(2,898,000)	(100.0)
2400	International and Public Relations, Communications	7,387,374	7,869,300	8,884,200	6,388,600	(2,495,600)	(28.1)
2700	Asset Acquisition	122,054	134,300	178,000	91,200	(86,800)	(48.8)
2800	Miscellaneous	31,344	36,700	4,358,000	43,500	(4,314,500)	(99.0)
	<b>Grants, Transfers and Capital Injections</b>	<b>7,840,807,097</b>	<b>7,549,307,900</b>	<b>7,437,581,600</b>	<b>7,861,746,900</b>	<b>424,165,300</b>	<b>5.7</b>
3100	Grants and Capital Injections to Statutory Boards	7,794,372,967	7,493,682,100	7,385,119,200	7,806,497,500	421,378,300	5.7
3400	Grants and Capital Injections to Others	46,434,130	55,625,800	52,462,400	55,249,400	2,787,000	5.3
	<i>TRANSFERS</i>	383,753,706	359,688,200	357,570,800	364,708,900	7,138,100	2.0
3500	Social Transfers to Individuals	50,049,072	80,032,500	62,890,000	66,000,000	3,110,000	4.9
3600	Transfers to Institutions and Organisations	333,466,335	279,599,900	294,437,300	298,436,400	3,999,100	1.4
3800	International Organisations and Overseas Development Assistance	238,299	55,800	243,500	272,500	29,000	11.9

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
<b>DEVELOPMENT ESTIMATES</b>							
	<b>DEVELOPMENT EXPENDITURE</b>	<b>1,279,641,626</b>	<b>957,520,700</b>	<b>1,034,277,800</b>	<b>1,447,092,900</b>	<b>412,815,100</b>	<b>39.9</b>
5100	Government Development	595,163,057	494,510,300	557,155,900	704,452,200	147,296,300	26.4
5200	Grants and Capital Injections to Organisations	684,478,569	463,010,400	477,121,900	742,640,700	265,518,800	55.7
	<b>OTHER DEVELOPMENT FUND OUTLAYS</b>	<b>6,877,327,009</b>	<b>10,183,116,500</b>	<b>11,015,681,400</b>	<b>12,166,442,600</b>	<b>1,150,761,200</b>	<b>10.4</b>
5500	Land-Related Expenditure	955,892,890	1,022,116,500	1,172,681,400	1,195,442,600	22,761,200	1.9
5600	Loans	5,921,434,119	9,161,000,000	9,843,000,000	10,971,000,000	1,128,000,000	11.5

## Establishment List

Category/Personnel	Actual	Estimated	Revised	Estimated
	FY2024	FY2025	FY2025	FY2026
<b>POLITICAL APPOINTMENTS</b>				
Minister	5	5	4	5
Senior Minister of State	2	2	2	2
Minister of State	2	2	1	1
Minister of State	1	1	1	1
Senior Parliamentary Secretary	–	–	–	1
<b>PERMANENT STAFF</b>				
Administrative	457	489	399	471
Corrupt Practices Investigation Officer Scheme (2023)	12	12	12	12
Economist Service	–	–	1	1
Education Service	–	–	2	2
Finance Profession Scheme (2024)	–	–	1	1
Home Affairs Uniformed Services (Police) 2016	5	5	5	5
Information Service (2008)	–	–	3	3
Legal	10	10	9	9
Management Executive Scheme (2008)	4	4	4	4
Management Support Scheme (2008)	404	436	292	363
Operations Support	20	20	16	17
Others	2	2	2	2
<b>TOTAL</b>	<b>462</b>	<b>494</b>	<b>403</b>	<b>476</b>

## FY2025 BUDGET

The revised FY2025 total expenditure of the Ministry of National Development is expected to be \$9.31 billion. This is a decrease of \$555.45 million or 5.6% compared to the actual FY2024 total expenditure of \$9.86 billion. Of the revised FY2025 total expenditure, \$8.28 billion or 88.9% is for operating expenditure while \$1.03 billion or 11.1% is for development expenditure.

### *Operating Expenditure*

The revised FY2025 operating expenditure of the Ministry of National Development is expected to be \$8.28 billion. This is a decrease of \$310.08 million or 3.6% compared to the actual FY2024 operating expenditure of \$8.59 billion. The decrease is mainly due to lower expenditure for the Public Housing Development Programme.

### *Development Expenditure*

The revised FY2025 development expenditure of the Ministry of National Development is expected to be \$1.03 billion. This is a decrease of \$245.36 million or 19.2% compared to the actual FY2024 development expenditure of \$1.28 billion. The decrease is mainly due to lower expenditure for the Housing and Development Board's (HDB) Home Improvement Programme (HIP) and land preparation works for housing development.

### *Other Development Fund Outlays*

The revised FY2025 other development fund outlays of the Ministry of National Development are expected to be \$11.02 billion. This is an increase of \$4.14 billion or 60.2% compared to the actual FY2024 other development fund outlays of \$6.88 billion. The increase is mainly due to higher Housing Development Loans and higher expenditure under the Land Development Programme.

## FY2026 BUDGET

The FY2026 total expenditure of the Ministry of National Development is projected to be \$10.09 billion. This is an increase of \$777.90 million or 8.4% compared to the revised FY2025 total expenditure of \$9.31 billion. Of the FY2026 total expenditure, \$8.64 billion or 85.7% is for operating expenditure while \$1.45 billion or 14.3% is for development expenditure.

### *Operating Expenditure*

The FY2026 operating expenditure of the Ministry of National Development is projected to be \$8.64 billion. This is an increase of \$365.09 million or 4.4% compared to the revised FY2025 operating expenditure of \$8.28 billion. The increase is mainly due to higher expenditure for the Public Housing Development Programme.

### *Development Expenditure*

The FY2026 development expenditure of the Ministry of National Development is projected to be \$1.45 billion. This is an increase of \$412.82 million or 39.9% compared to the revised FY2025 development expenditure of \$1.03 billion. The increase is mainly due to higher expenditure for the Public Housing Development Programme.

## ***Total Expenditure by Programmes***

### *Public Housing Development Programme*

The Public Housing Development Programme carries out functions to provide affordable, quality housing, and to rejuvenate older estates through various upgrading and redevelopment programmes. The FY2026 operating budget for this programme is \$7.28 billion or 84.2% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$1.09 billion or 75.5% of the total FY2026 development expenditure.

### *National Parks Board Programme*

The National Parks Board Programme carries out functions to transform Singapore into a City in Nature through five key strategies – expanding the nature park network, intensifying nature in gardens and parks, restoring nature into urban landscape, strengthening connectivity between green spaces, and enhancing veterinary care and animal management. The FY2026 operating budget for this programme is \$543.04 million or 6.3% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$232.08 million or 16.0% of the total FY2026 development expenditure.

### *Housing Estates Management Programme*

The Housing Estates Management Programme carries out functions to manage and improve the living environment in public and private housing estates, and to improve public infrastructure facilities. The FY2026 operating budget for this programme is \$301.20 million or 3.5% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$60.53 million or 4.2% of the total FY2026 development expenditure.

### *Administration Programme*

The Administration Programme includes functions such as overall policy direction, control and administrative support services for the departments and Statutory Boards under MND, as well as the planning, development, operation and maintenance of application systems and infrastructure for MND HQ. The FY2026 operating budget for this programme is \$237.36 million or 2.7% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$33.15 million or 2.3% of the total FY2026 development expenditure.

### *Planning Programme*

The Planning Programme carries out functions to formulate and coordinate long-term land use and infrastructure plans to guide the sustainable physical development of Singapore. The FY2026 operating budget for this programme is \$150.25 million or 1.7% of the total FY2026 operating expenditure.

### *Building and Construction Authority Programme*

The Building and Construction Authority Programme carries out functions that regulate the built environment sector, to ensure rigorous building safety standards and promote an inclusive and environmentally sustainable built environment. The FY2026 operating budget for this programme is \$109.46 million or 1.3% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$8.86 million or 0.6% of the total FY2026 development expenditure.

### *Land Development Programme*

The Land Development Programme carries out functions that support those affected by public development projects, undertake land reclamation, and provide infrastructure for future development. The FY2026 operating budget for this programme is \$24.77 million or 0.3% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$19.41 million or 1.3% of the total FY2026 development expenditure.

### ***Other Development Fund Outlays***

The FY2026 other development fund outlays of the Ministry of National Development are projected to be \$12.17 billion. This is an increase of \$1.15 billion or 10.4% compared to the revised FY2025 other development fund outlays of \$11.02 billion. The increase is mainly due to higher Housing Development Loans to meet construction expenditure and land payments for HDB's building programme.

## Total Expenditure by Programme

Code	Programme	Running	Operating	Development	Total
		Costs	Transfers	Expenditure	Expenditure
		\$	\$	\$	\$
T-A	Administration Programme	237,304,500	55,800	237,360,300	33,149,800
T-E	Planning Programme	150,249,700	–	150,249,700	–
T-I	Public Housing Development Programme	7,207,980,900	66,000,000	7,273,980,900	1,093,059,000
T-J	Housing Estates Management Programme	2,762,300	298,436,400	301,198,700	60,532,100
T-K	Building and Construction Authority Programme	109,455,500	–	109,455,500	8,862,600
T-L	National Parks Board Programme	542,825,100	216,700	543,041,800	232,076,000
T-G	Land Development Programme	24,771,900	–	24,771,900	19,413,400
<b>Total</b>		<b>8,275,349,900</b>	<b>364,708,900</b>	<b>8,640,058,800</b>	<b>1,447,092,900</b>
					<b>10,087,151,700</b>

## Development Expenditure by Project

Project Title	Actual					
	Total Project Cost	Expenditure		Actual FY2024	Estimated FY2025	Revised FY2025
		\$	\$			\$
<b>DEVELOPMENT EXPENDITURE</b>						
GOVERNMENT DEVELOPMENT	...	...	1,279,641,626	957,520,700	1,034,277,800	1,447,092,900
ADMINISTRATION PROGRAMME						
Local Infrastructure Projects (LIP) Scheme	12,350,000	289,863	316,939	1,177,000	500,000	950,000
To Enhance OneService@SG (OSSG)	12,898,700	1,529,817	131,062	2,100,000	1,730,000	650,000
Municipal Services Productivity Fund (MSPF)	18,500,000	1,339,305	97,500	3,222,500	603,600	810,300
Multi-disciplinary Consultancy Services for Upgrading Works at MND Complex	11,743,660	–	4,142,117	5,826,500	2,045,000	1,900,000
MND Complex Asset Enhancement and MND-HQ Future Workplace Transformation	69,330,000	–	3,322,500	16,800,000	16,800,000	21,798,400
Minor Development Projects	...	...	1,963,425	647,800	1,577,800	1,544,000
Completed Projects	...	...	219,195	–	–	–
LAND DEVELOPMENT PROGRAMME						
Infrastructure Provisions at Marina Bay	1,102,070,000	599,839,084	5,643,809	973,000	1,180,000	110,000
Topographic Survey, Detailed Design & Preliminary Works for Opening up of New areas for Government Land Sales (GLS)	5,000,000	391,916	539,663	–	200,000	300,000
Environmental Impact Studies, Feasibility Studies and Engineering Designs for Lower Seletar, Mandai and Gali Batu	5,202,000	3,909,574	223,082	–	148,500	136,000
Upstream Environmental Studies for Hillview	606,628	–	37,200	120,000	98,400	384,000
Infrastructure Works at Lower Seletar	7,500,000	6,534,272	63,276	5,100	–	42,800
Infrastructure Works at Lakeside East Precinct	56,420,000	–	–	4,000,000	400,000	2,770,000
URA Orchard Road Rejuvenation Phase 1	5,510,000	–	296,559	1,076,800	1,425,000	755,700
Resettlement	...	...	–	5,200	5,100	5,200
Infrastructure Works at Bukit Timah Turf City Redevelopment Area	127,110,000	–	–	–	290,000	480,000

Project Title	Total Project Cost	Actual Expenditure				
		Up to End of	Actual	Estimated	Revised	Estimated
		FY2023	FY2024	FY2025	FY2025	FY2026
	\$	\$	\$	\$	\$	\$
Bay Central Bay East Bridge	49,500,000	–	–	–	340,000	1,000,000
Preliminary Studies for Future Projects	205,220,000	6,454,886	2,979,433	2,696,000	5,731,000	2,346,000
New Projects	...	...	–	20,385,000	2,059,000	11,083,700
Completed Projects	...	...	37,207,882	2,391,800	7,034,500	–
<b>PUBLIC HOUSING DEVELOPMENT PROGRAMME</b>						
SERS Phase 4 - Blocks 1 to 3 East Coast Road	29,127,000	26,627,973	97,967	574,300	1,458,200	377,500
SERS Phase 5 - Blocks 24 - 38, 40 - 45 Tanglin Halt Road and Blocks 55, 56, 58 - 60, 62 - 66 Commonwealth Drive	1,405,921,200	698,178,240	4,338,400	3,186,800	3,818,100	3,400
Provision of Major Infrastructure within HDB Towns (FY2014-FY2017)	1,123,000,000	998,578,547	21,784,093	14,604,000	1,800,000	14,826,000
SERS Phase 5 - Blocks 513 to 520 West Coast Road	421,788,900	216,816,552	6,673,014	3,387,800	4,920,100	1,240,300
Major Infrastructure within HDB Towns (FY2018 - FY2022)	1,035,000,000	565,658,389	249,334,724	82,853,600	94,000,000	83,754,000
Remaking Our Heartland 3 (NParks)	48,660,000	9,754,694	862,077	1,865,000	665,000	520,000
Relocation of Bus Terminal	8,600,000	1,512,201	457,895	2,018,000	2,175,000	406,000
SERS Phase 5 - Blocks 562 to 565 Ang Mo Kio Ave 3	275,216,000	10,853,105	2,152,781	6,336,400	10,201,300	66,447,200
Provision of Major Infrastructure within HDB towns (FY2023-FY2027)	1,092,000,000	3,634,283	85,544,809	116,010,100	152,000,000	201,931,200
Remaking Our Heartland 4 (NParks)	18,390,000	–	116,027	60,000	60,000	1,002,500
New Projects	...	...	–	269,500	–	–
Completed Projects	...	...	29,451,461	3,281,600	6,286,000	–
<b>HOUSING ESTATES MANAGEMENT PROGRAMME</b>						
Estate Upgrading Programme Batches 6-10 FY2008-FY2014	113,440,000	73,820,332	2,776,649	2,208,000	10,277,600	6,030,000
Interim Estate Upgrading Programme FY2009-FY2011	25,000,000	19,538,197	549,831	337,100	462,400	541,600
Community Improvement Projects Committee (CIPC) Scheme for FY2013-FY2017	259,100,000	184,936,200	1,950,000	1,950,000	3,500,000	500,000
Community Improvement Projects Committee (CIPC) Scheme for FY2018-FY2022	304,050,000	152,264,407	30,000,000	19,500,000	34,500,000	35,000,000
Community Improvement Projects Committee (CIPC) Scheme for FY2023-FY2025	260,180,000	1,920,596	2,026,229	21,852,000	7,852,000	17,733,300
Estate Upgrading Programme Batches 11 and 12	146,430,000	–	–	–	60,000	727,200
Completed Projects	...	...	42,810	–	–	–
<b>BUILDING AND CONSTRUCTION AUTHORITY PROGRAMME</b>						
New Projects	...	...	–	–	4,817,000	500,000
Completed Projects	...	...	–	–	11,183,000	–
<b>NATIONAL PARKS BOARD PROGRAMME</b>						
Proposed Implementation of Enhancement of Coastal and Marine Habitats	6,000,000	1,623,546	372,662	780,000	1,700,000	1,500,000
Land Infrastructure Development for Safeguarded Landscape Nursery Sites (Phase 1)	55,800,000	40,700,490	75,721	10,000	10,000	30,000
Enhancement Works and Engagement Programme at Pulau Ubin	14,845,000	10,830,433	224,325	500,000	120,000	1,000,000
Park Development Programme Phase 3 (PDP Phase 3)	131,336,500	97,901,794	18,658,523	11,000,000	6,566,600	3,120,000
Consultancy Works for the Development of Jurong Lake Gardens Central and East	15,000,000	11,598,834	810,952	1,200,000	200,000	200,000

Project Title	Actual Expenditure					
	Total Project Cost	Up to End of FY2023	Actual	Estimated	Revised	Estimated
			FY2024	FY2025	FY2025	FY2026
	\$	\$	\$	\$	\$	\$
Physical Development of Round Island Route Phase 1A	71,000,000	29,102,402	738,150	1,250,000	1,250,000	562,900
Shoreline Restoration Works at Pulau Ubin	13,330,000	1,673,469	452,894	1,950,000	3,040,000	3,000,000
Fort Canning Park Masterplan	20,275,000	9,275,906	23,875	172,400	15,300	900,000
Provision of Toilets along Park Connectors	6,500,000	3,915,928	795,334	545,000	308,000	1,000,000
Land Infrastructure Development (Safeguarded Landscape Nursery Phase 2)	47,300,000	8,708,753	2,264,418	9,300,000	8,300,000	3,300,000
Land Preparation for Orchid Nursery sites	7,560,000	3,393,092	15,270	50,000	46,000	35,000
Jurong Lake Gardens Phase 2	131,530,000	109,306,966	10,215,119	2,500,000	3,474,800	1,100,000
Enhancement of Rail Corridor (RC)	6,500,000	3,722,833	133,640	150,000	95,200	100,000
Bukit Timah Green Corridor Phase 1	26,030,000	1,498,270	2,284,073	2,502,500	2,502,500	4,550,000
Park Development Programme (PDP) Phase 4	80,370,000	3,581,286	3,943,752	6,500,000	8,060,800	5,850,000
Round Island Route Phase 1B	56,000,000	576,713	1,208,008	8,000,000	5,581,300	11,700,000
Park Redevelopment Programme (PRP) Phase 1	84,950,000	6,372,145	791,273	3,200,000	3,696,700	6,500,000
Park Connector Network (PCN) Development Programme Phase 4	89,860,000	9,241,624	6,672,880	9,750,000	14,215,000	11,700,000
Implementation of the Bukit Timah Fire Station Gateway Node	32,720,000	–	–	–	109,000	45,000
Park Development at Linear Green 1	3,180,000	3,312	–	750,000	295,000	910,000
Orchard Road Rejuvenation Phase 1	8,750,000	1,723,501	5,067,812	2,144,000	569,000	981,400
Development of Bay East Garden and Surrounding Infrastructure	550,690,000	14,606,134	26,158,086	82,555,700	94,938,200	146,145,200
Development of Whole-of-Government (WOG) Biosurveillance Programme	1,348,000	–	–	1,279,000	–	–
Land Preparation Works for Ornamental Fish Farming	8,800,000	65,719	55,688	1,100,000	40,000	1,040,000
Proposed Implementation of Pre-development Works to Facilitate Release of Land Parcels for Government Land Sales (GLS) site at Holland Plain	1,270,000	–	14,559	585,000	50,000	650,000
Design and Consultancy for Destination Parks Phase 2	4,850,000	32,326	413,519	1,495,000	1,495,000	1,691,700
Development of Jalan Damai Park	2,833,000	–	–	780,000	80,000	1,625,000
Pre-development Consultancy Studies at Tengah North	21,000,000	–	878	675,000	200,000	520,000
Proposed Restoration of Five Kampung Houses on Pulau Ubin	6,100,000	–	4,275	15,000	5,000	18,000
Pre-development Consultancy Studies for Park Connector Network Development Programme 6	3,350,000	–	–	–	–	650,000
Pre-development Consultancy Studies for Park Development Programme 6	22,120,000	–	–	–	174,000	800,000
Park Connector Network Development Programme 5	35,150,000	–	–	–	20,000	1,105,000
Park Development Programme 5	32,110,000	–	–	–	–	500,000
Toa Payoh Town Park Redevelopment	40,388,273	–	–	–	2,885,000	11,000,000
New Projects	...	...	–	1,570,200	105,000	2,016,700
Completed Projects	...	...	18,424,964	480,600	4,804,900	–
<b>GRANTS &amp; CAPITAL INJECTIONS TO ORGANISATIONS</b>	...	...	684,478,569	463,010,400	477,121,900	742,640,700
<b>ADMINISTRATION PROGRAMME</b>						
Revamped Estates Agents System	7,820,700	4,000,085	1,329,140	604,000	1,112,000	975,000
Email Knowledge Management System	783,000	509,764	110,594	–	40,000	122,600

Project Title	Total Project Cost	Actual Expenditure				
		Up to End of	Actual	Estimated	Revised	Estimated
		FY2023	FY2024	FY2025	FY2025	FY2026
	\$	\$	\$	\$	\$	\$
New Continuing Professional Development (CPD) System	4,956,000	–	–	2,194,000	1,850,400	307,300
NUS Site B Facility as Emergency Housing	20,733,900	–	–	–	900,000	1,170,000
Minor Development Projects	...	...	–	–	1,300,100	2,922,200
Completed Projects	...	...	335,786	1,074,500	221,200	–
<b>PUBLIC HOUSING DEVELOPMENT PROGRAMME</b>						
Lift Upgrading Programme (LUP) Phase 3	2,326,460,000	1,900,982,549	20,561,600	16,086,000	15,851,400	18,588,900
Neighbourhood Renewal Programme Phase 2 FY2008-FY2011	377,000,000	258,867,345	478,700	588,700	1,220,000	123,100
Solar Capability Building for Public Housing	31,000,000	19,318,885	746,545	367,300	614,900	447,900
Neighbourhood Renewal Programme Phase 3 FY 2012 - FY 2016	549,800,000	347,009,230	19,784,200	5,640,500	9,393,900	4,721,400
HDB's Greenprint for Sustainable HDB Towns	23,330,000	20,934,958	42,481	36,100	26,900	37,300
Upgrading of Electrical Supply to HDB housing Estates	484,400,000	309,590,491	18,143,527	16,456,700	15,045,100	12,493,700
Lift Enhancement Programme	486,950,000	203,888,733	57,489,800	45,170,000	37,965,200	25,987,800
Repairs to Facade of HDB Blocks (Phase 5)	16,200,000	11,564,550	1,206,825	1,775,200	1,258,400	2,108,900
Neighbourhood Renewal Programme Phase 4	672,000,000	76,044,659	36,023,900	45,726,600	74,650,400	62,768,100
Electrical Load Upgrading Programme (ELUP)	485,230,000	38,507,352	54,201,147	75,892,400	103,997,400	113,147,300
Remaking Our Heartland (ROH) 3	58,070,000	31,045,182	12,967,799	3,195,400	12,468,300	662,600
Home Improvement Programme Phase 4	2,367,750,000	674,894,963	344,757,621	124,354,200	117,415,600	352,336,000
Green Towns Programme	50,420,000	3,909,176	6,298,524	5,911,500	4,635,300	9,597,600
Facade Enhancement Programme	337,980,000	1,090,000	37,721,752	38,107,300	–	2,530,100
Silver Upgrading Programme for 36 Public Housing Precincts	84,370,000	–	313,167	2,772,900	3,410,000	8,446,000
Enhancement for Active Seniors (EASE) Phase 2	356,440,000	–	38,084,300	33,192,700	18,826,300	48,433,200
Remaking Our Heartland 4 (HDB)	168,980,000	–	1,648,800	4,315,500	3,217,500	16,073,000
Goodwill Repair Assistance (GRA) Scheme (FY2024-FY2026)	30,150,000	–	4,961,900	5,322,000	3,905,200	5,340,900
Replacement and Expansion of Tremor Monitoring System in HDB Blocks	5,502,320	–	–	–	386,800	2,320,300
Cool Coatings Island-Wide Project	60,900,000	–	–	–	3,802,400	10,337,900
New Projects	...	...	–	–	4,566,200	26,048,900
Completed Projects	...	...	19,506,408	23,161,600	25,848,500	–
<b>BUILDING AND CONSTRUCTION AUTHORITY PROGRAMME</b>						
Development of CORENET X	61,203,500	27,225,132	4,406,017	7,485,400	9,281,300	6,707,300
Builders and Consultants Management System	3,961,000	–	–	–	–	675,000
New Projects	...	...	–	99,500	429,300	980,300
<b>NATIONAL PARKS BOARD PROGRAMME</b>						
Rejuvenation at Animal and Plant Health Centre (APHC)	12,000,000	5,173,694	3,284,559	430,000	770,000	41,000
Development of Whole-of-Government (WOG) Biosurveillance Programme	1,348,000	–	–	–	58,000	1,221,000
Development of a Geographic Information System (GIS)-based platform	5,119,400	–	–	975,000	2,349,000	1,719,600
Digital enablers for Community-based and Participatory Biosurveillance	2,032,000	–	–	1,015,100	–	1,100,000
Strengthening Quarantine and Border Measures for Zoonotic and Animal Disease Biosecurity	1,746,000	–	73,476	792,800	–	1,300,000

Project Title	Total Project Cost	Actual Expenditure				
		Up to End of		Actual	Estimated	Revised
		FY2023	FY2024	FY2025	FY2025	Estimated FY2026
Generative Artificial Intelligence for Public Feedback Management	563,100	—	—	—	—	563,100
New Projects	...	...	—	—	37,400	285,400
Completed Projects	...	...	—	267,500	267,500	—

## Other Development Fund Outlays

Project Title	Total Project Cost	Actual Expenditure				
		Up to End of		Actual	Estimated	Revised
		FY2023	FY2024	FY2025	FY2025	Estimated FY2026
OTHER DEVELOPMENT FUND OUTLAYS	...	...	6,877,327,009	10,183,116,500	11,015,681,400	12,166,442,600
LAND-RELATED EXPENDITURE	...	...	955,892,890	1,022,116,500	1,172,681,400	1,195,442,600
<b>LAND DEVELOPMENT PROGRAMME</b>						
Preliminary Studies for Future Projects	205,220,000	27,010,921	6,282,615	3,043,000	9,154,000	5,868,000
Ongoing Projects	16,816,664,000	7,267,654,480	912,514,302	910,838,000	1,151,060,500	1,092,340,000
New Projects	...	...	—	101,847,000	—	16,035,000
Completed Projects	...	...	5,241,921	2,266,000	710,000	—
<b>PUBLIC HOUSING DEVELOPMENT PROGRAMME</b>						
SERS Phase 5 - Blocks 513 to 520 West Coast Road	421,788,900	189,052,417	1,929,963	—	—	—
SERS Phase 5 - Blocks 562 to 565 Ang Mo Kio Ave 3	275,216,000	7,429,323	2,687,972	4,097,200	11,704,100	81,199,600
New Projects	...	...	—	25,300	52,800	—
Completed Projects	...	...	27,236,116	—	—	—
LOANS	...	...	5,921,434,119	9,161,000,000	9,843,000,000	10,971,000,000
<b>PUBLIC HOUSING DEVELOPMENT PROGRAMME</b>						
New Projects	...	...	—	9,161,000,000	701,000,000	10,971,000,000
Completed Projects	...	...	5,921,434,119	—	9,142,000,000	—

## KEY PERFORMANCE INDICATORS

### Desired Outcomes

- Affordable and accessible public housing
- Singapore as a distinctive, attractive and vibrant city
- Safe buildings for our people
- Quality buildings for our people
- Promoting design and construction practices that will create an attractive and environmentally friendly city for our people
- Singapore as a City in Nature
- Attractive leisure and green recreational experience for our people
- Healthy flora and fauna free from pests and diseases

### Key Performance Indicators

Desired Outcome	Performance Indicator	Actual FY2023	Actual FY2024	Revised FY2025	Estimated FY2026
Affordable and accessible public housing	% of resident households in Housing and Development Board (HDB) dwellings who own their HDB flat <sup>1</sup>	91.3	92.2	≥90.0	≥90.0
	Mortgage Servicing Ratio (MSR) for first-timer applicants buying 4-room non-mature estates/Standard Build-To-Order (BTO) flats (%) <sup>2</sup>	23	21	22 <sup>3</sup>	≤30
	MSR for first-timer applicants buying 4-room resale flats (%) <sup>4</sup>	19	20	19 <sup>5</sup>	≤30
	Mean Construction Quality Assessment System (CONQUAS) scores for HDB flats	95.8	95.8	92.9	92.9
Singapore as a distinctive, attractive and vibrant city	Living population in the Central Area <sup>6</sup>	169,800	180,400	183,400	187,300
	% of jobs in Outside Central Area (OCA) <sup>7</sup>	78	77	78	≥78
Safe buildings for our people	No. of major collapses of buildings or deep excavation works due to defective design, construction and maintenance	0	0	0	0
Quality buildings for our people	Mean industry CONQUAS scores for building projects	91.7	91.4	91.2	90.0

<sup>1</sup> Figures are collated and reported on a Calendar Year (CY) basis by Department of Statistics (DOS). This indicator measures the proportion of resident households who own the HDB flat that they are living in. Resident households are households where the household reference person is a Singapore citizen or permanent resident. The KPI was named as "Home Ownership rate among resident households in HDB dwellings" prior to FY2021.

<sup>2</sup> Figures are reported on a CY basis. The MSR refers to the portion of a borrower's gross monthly income that goes towards the repayment of property loans and reflects those of first-timer applicants buying 4-room BTO flats in non-mature estates for Actual FY2023 and 4-room non-mature estate/Standard BTO flats for Actual FY2024. The MSR assumed a 25-year HDB concessionary loan and factored in prevailing housing grants. The international rule of thumb for housing affordability is 30.0% – 35.0%. With the implementation of the new flat classification in October 2024, MND/HDB will track the MSR for 4-room Standard BTO flats from FY2025 onwards.

<sup>3</sup> Figure is based on data from 1Q 2025 to 3Q 2025.

<sup>4</sup> Figure is reported on a CY basis. The MSR refers to the portion of a borrower's gross monthly income that goes towards the repayment of property loans and reflects those of first-timer applicants buying 4-room resale flats island-wide. The MSR assumed a 25-year HDB concessionary loan and factored in prevailing housing grants. The international rule of thumb for housing affordability is 30.0% – 35.0%.

<sup>5</sup> Figure is based on data from January 2025 to August 2025.

<sup>6</sup> The number of people living in the Central Area is estimated using updated population and dwelling unit data.

<sup>7</sup> This indicator reflects the distribution of jobs across Singapore based on available spatial employment data.

Desired Outcome	Performance Indicator	Actual FY2023	Actual FY2024	Revised FY2025	Estimated FY2026
Promoting design and construction practices that will create an attractive and environmentally friendly city for our people	Green buildings by Gross Floor Area (%) <sup>8</sup>	57.9	61.0	61.6	68.0
Singapore as a City in Nature	Park Provision Ratio (ha/1,000 population)	0.77	0.77	0.77	0.76
Attractive leisure and green recreational experience for our people	% households within a 10-minute walk from a park	94	95	96	96
Healthy flora and fauna free from pests and diseases	% of critical animal diseases and plant pests that Singapore is free from	95.7	99.1	95.0	95.0

<sup>8</sup> Figures are reported on a CY basis.



Head U

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Prime Minister's Office



# HEAD U

## PRIME MINISTER'S OFFICE

### OVERVIEW

#### Mission Statement

To lead and organise the Public Service to develop and implement the Government's strategic priorities; to build a vibrant Research, Innovation and Enterprise (RIE) ecosystem to tackle national challenges, create economic opportunities and enhance Singapore's competitiveness; to build a first-class Public Service for a successful, secure, and vibrant Singapore; to eradicate corruption; to maintain readiness for and to efficiently conduct free and fair elections.

#### FY2026 EXPENDITURE ESTIMATES

##### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised	Revised
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
<b>TOTAL EXPENDITURE</b>		<b>592,240,152</b>	<b>1,215,220,500</b>	<b>1,178,906,400</b>	<b>840,396,700</b>	<b>(338,509,700)</b>	<b>(28.7)</b>
<b>MAIN ESTIMATES</b>							
<b>OPERATING EXPENDITURE</b>		<b>545,423,330</b>	<b>1,108,599,600</b>	<b>1,083,906,200</b>	<b>716,843,400</b>	<b>(367,062,800)</b>	<b>(33.9)</b>
<b>RUNNING COSTS</b>		<b>545,406,632</b>	<b>1,108,585,200</b>	<b>1,083,886,200</b>	<b>716,828,100</b>	<b>(367,058,100)</b>	<b>(33.9)</b>
<b>Expenditure on Manpower</b>		<b>205,490,681</b>	<b>235,167,500</b>	<b>226,227,900</b>	<b>241,887,600</b>	<b>15,659,700</b>	<b>6.9</b>
1200	Political Appointments	7,633,140	18,626,400	16,138,800	14,000,000	(2,138,800)	(13.3)
1400	Other Statutory Appointments	–	–	1,797,500	–	(1,797,500)	(100.0)
1500	Permanent Staff	197,591,560	215,968,400	208,099,500	227,490,700	19,391,200	9.3
1600	Temporary, Daily-Rated and Other Staff	265,981	572,700	192,100	396,900	204,800	106.6
<b>Other Operating Expenditure</b>		<b>286,540,600</b>	<b>417,924,200</b>	<b>398,238,700</b>	<b>413,007,800</b>	<b>14,769,100</b>	<b>3.7</b>
2100	Consumption of Products and Services	248,825,050	331,911,900	316,793,500	268,811,800	(47,981,700)	(15.1)
2200	Maintenance	–	–	–	112,098,000	112,098,000	n.a.
2300	Staff Development and Well-Being	–	–	–	28,669,900	28,669,900	n.a.
2300A	Manpower Development	24,634,216	27,106,400	28,338,100	–	(28,338,100)	(100.0)
2400	International and Public Relations, Communications	12,023,720	57,493,500	52,007,700	1,267,400	(50,740,300)	(97.6)
2700	Asset Acquisition	1,056,560	1,412,400	1,092,200	2,127,200	1,035,000	94.8
2800	Miscellaneous	1,053	–	7,200	33,500	26,300	365.3
<b>Grants, Transfers and Capital Injections</b>		<b>53,375,352</b>	<b>455,493,500</b>	<b>459,419,600</b>	<b>61,932,700</b>	<b>(397,486,900)</b>	<b>(86.5)</b>
3100	Grants and Capital Injections to Statutory Boards	26,539,169	427,300,000	431,742,000	31,896,000	(399,846,000)	(92.6)
3200	Grants and Capital Injections to Educational Institutions	–	8,400	7,800	–	(7,800)	(100.0)
3400	Grants and Capital Injections to Others	26,836,183	28,185,100	27,669,800	30,036,700	2,366,900	8.6

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
	<i>TRANSFERS</i>	16,698	14,400	20,000	15,300	(4,700)	(23.5)
3500	Social Transfers to Individuals	16,698	14,400	20,000	15,300	(4,700)	(23.5)
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>95,985</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	—	—
4600	Loans and Advances (Disbursement)	95,985	30,000	30,000	30,000	—	—
	<b>DEVELOPMENT ESTIMATES</b>						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>46,816,822</b>	<b>106,620,900</b>	<b>95,000,200</b>	<b>123,553,300</b>	<b>28,553,100</b>	<b>30.1</b>
5100	Government Development	46,816,822	106,620,900	95,000,200	123,553,300	28,553,100	30.1

## Establishment List

Category/Personnel	Actual	Estimated	Revised	Estimated
	FY2024	FY2025	FY2025	FY2026
<b>POLITICAL APPOINTMENTS</b>	<b>8</b>	<b>8</b>	<b>5</b>	<b>5</b>
Prime Minister	1	1	1	1
Deputy Prime Minister	2	2	1	1
Senior Minister	2	2	1	1
Minister	2	2	1	1
Senior Minister of State	1	1	1	1
<b>PERMANENT STAFF</b>	<b>1,214</b>	<b>1,389</b>	<b>1,307</b>	<b>1,363</b>
Administrative	40	40	31	32
Corporate Support	2	2	6	6
Corrupt Practices Investigation (Range)	1	—	—	—
Corrupt Practices Investigation Assistant (2012)	4	4	4	4
Corrupt Practices Investigation Officer Scheme (2023)	130	186	135	141
Foreign Service (2002)	—	—	1	1
Home Team Specialist Scheme (HTSS)	1	—	—	—
Information Service (2008)	21	16	21	16
Legal	1	1	2	1
Management Executive Scheme (2008)	978	1,088	1,007	1,063
Management Support Scheme (2008)	31	45	40	40
Operations Support	3	4	3	3
Others	—	—	54	54
Shorthand Writers	2	2	3	2
Technical Support Scheme (2008)	—	1	—	—
<b>TOTAL</b>	<b>1,222</b>	<b>1,397</b>	<b>1,312</b>	<b>1,368</b>

## FY2025 BUDGET

The revised FY2025 total expenditure of the Prime Minister's Office is expected to be \$1.18 billion. This is an increase of \$586.67 million or 99.1% compared to the actual FY2024 total expenditure of \$592.24 million. Of the revised FY2025 total expenditure, \$1.08 billion or 91.9% is for operating expenditure while \$95.00 million or 8.1% is for development expenditure.

### *Operating Expenditure*

The revised FY2025 operating expenditure of the Prime Minister's Office is expected to be \$1.08 billion. This is an increase of \$538.48 million or 98.7% compared to the actual FY2024 operating expenditure of \$545.42 million. The increase is mainly due to the first tranche of funds provided under the Strategy Group Programme to the Monetary Authority of Singapore for deployment into its Financing Asia's Transition Partnership (FAST-P) initiative.

### *Development Expenditure*

The revised FY2025 development expenditure of the Prime Minister's Office is expected to be \$95.00 million. This is an increase of \$48.18 million or 102.9% compared to the actual FY2024 development expenditure of \$46.82 million. The increase is mainly due to an increase in expenditure for the Istana restoration works under the Administration Programme, as well as for the development of IT systems under the Public Service Division Programme.

### *Other Consolidated Fund Outlays*

The revised FY2025 other consolidated fund outlays of the Prime Minister's Office are expected to be \$0.03 million. This is a decrease of \$0.07 million or 68.7% compared to the actual FY2024 other consolidated fund outlays of \$0.10 million. The decrease is mainly due to higher payment for security and utilities deposits at three new ServiceSG Centres in FY2024 under the ServiceSG Programme.

## FY2026 BUDGET

The FY2026 total expenditure of the Prime Minister's Office is projected to be \$840.40 million. This is a decrease of \$338.51 million or 28.7% compared to the revised FY2025 total expenditure of \$1.18 billion. Of the FY2026 total expenditure, \$716.84 million or 85.3% is for operating expenditure, while \$123.55 million or 14.7% is for development expenditure.

### *Operating Expenditure*

The FY2026 operating expenditure of the Prime Minister's Office is projected to be \$716.84 million. This is a decrease of \$367.06 million or 33.9% compared to the revised FY2025 operating expenditure of \$1.08 billion. The decrease in FY2026 operating expenditure is mainly due to the higher revised FY2025 operating expenditure for funds provided to the Monetary Authority of Singapore for deployment into its FAST-P initiative.

### *Development Expenditure*

The FY2026 development expenditure of the Prime Minister's Office is projected to be \$123.55 million. This is an increase of \$28.55 million or 30.1% compared to the revised FY2025 development expenditure of \$95.00 million. The increase is mainly due to an increase in expenditure for the Istana restoration works under the Administration Programme, and the development of IT systems under the Public Service Division Programme.

## ***Total Expenditure by Programmes***

### *Public Service Division Programme*

The Public Service Division Programme aims to build a high-performing Public Service through leadership development, workforce training, sound HR practices, and enhanced delivery of public service and organisational capabilities across the public sector. The operating budget for this programme is \$293.70 million or 41.0% of the total FY2026 operating expenditure. The development budget for this programme is \$31.29 million or 25.3% of the total FY2026 development expenditure.

### *Administration Programme*

The Administration Programme includes the provision of administrative support to the Prime Minister's Office. The operating budget for this programme is \$62.26 million or 8.7% of the total FY2026 operating expenditure. The development budget for this programme is \$64.78 million or 52.4% of the total FY2026 development expenditure.

### *ServiceSG Programme*

The ServiceSG Programme, a department within the PSD, seeks to create a better service experience for citizens by providing integrated services across agencies, ensuring that the less digitally savvy will be well supported in accessing services. The operating budget for this programme is \$61.82 million or 8.6% of the total FY2026 operating expenditure. The development budget for this programme is \$16.04 million or 13.0% of the total FY2026 development expenditure.

### *Corrupt Practices Investigation Programme*

The Corrupt Practices Investigation Programme, an independent agency, is responsible for the investigation and prevention of corruption in Singapore. The operating budget for this programme is \$67.46 million or 9.4% of the total FY2026 operating expenditure. The development budget for this programme is \$8.34 million or 6.8% of the total FY2026 development expenditure.

### *Elections Programme*

The Elections Programme ensures the readiness of the Public Service to efficiently conduct free and fair elections in Singapore. The operating budget for this programme is \$64.17 million or 9.0% of the total FY2026 operating expenditure. The development budget for this programme is \$1.24 million or 1.0% of the total FY2026 development expenditure.

### *Strategy Group Programme*

The Strategy Group Programme drives Whole-of-Government strategic planning, partners government agencies on policy development, and leads and coordinates climate change and population matters. The operating budget for this programme is \$59.80 million or 8.3% of the total FY2026 operating expenditure. The development budget for this programme is \$0.65 million or 0.5% of the total FY2026 development expenditure.

### *National Research Foundation Programme*

The National Research Foundation Programme develops strategies, plans, and policies for, as well as orchestrates the building of, a vibrant Research, Innovation and Enterprise (RIE) ecosystem to tackle national challenges, create economic opportunities and enhance Singapore's competitiveness. The operating budget for this programme is \$55.50 million or 7.7% of the total FY2026 operating expenditure.

### *National Security and Intelligence Coordination Programme*

The National Security and Intelligence Coordination Programme reviews cross-cutting risks and threats to our national security which go beyond the ambit of individual domain agencies and provides strategic co-ordination of measures and policies to manage interdependent risks and issues. The operating budget for this programme is \$26.19 million or 3.7% of the total FY2026 operating expenditure. The development budget for this programme is \$1.22 million or 1.0% of the total FY2026 development expenditure.

### *Science & Technology Policy and Plans Office Programme*

The Science & Technology Policy and Plans Office Programme conducts science, technology and engineering (STE) master planning and strengthens public sector STE capabilities. The operating budget for this programme is \$25.94 million or 3.6% of the total FY2026 operating expenditure.

### ***Other Consolidated Fund Outlays***

The FY2026 other consolidated fund outlays of the Prime Minister's Office are projected to be \$0.03 million. This is similar to the revised FY2025 other consolidated fund outlays of \$0.03 million.

## Total Expenditure by Programme

Code	Programme	Running	Operating	Development	Total	
		Costs	Transfers	Expenditure	Expenditure	
		\$	\$	\$	\$	
U-A	Administration Programme	62,259,600	–	62,259,600	64,781,700	127,041,300
U-B	Elections Programme	64,170,400	–	64,170,400	1,242,000	65,412,400
U-C	Corrupt Practices Investigation Programme	67,460,600	–	67,460,600	8,341,600	75,802,200
U-G	National Security and Intelligence Coordination Programme	26,187,800	–	26,187,800	1,215,000	27,402,800
U-H	National Research Foundation Programme	55,500,300	–	55,500,300	–	55,500,300
U-L	Public Service Division Programme	293,683,800	15,300	293,699,100	31,287,400	324,986,500
U-P	Strategy Group Programme	59,802,600	–	59,802,600	649,500	60,452,100
U-S	Science & Technology Policy and Plans Office Programme	25,939,800	–	25,939,800	–	25,939,800
U-T	ServiceSG Programme	61,823,200	–	61,823,200	16,036,100	77,859,300
<b>Total</b>		<b>716,828,100</b>	<b>15,300</b>	<b>716,843,400</b>	<b>123,553,300</b>	<b>840,396,700</b>

## Development Expenditure by Project

Project Title	Actual Expenditure					
	Total Project Cost	Up to End of	Actual	Estimated	Revised	Estimated
		FY2023	FY2024	FY2025	FY2025	FY2026
	\$	\$	\$	\$	\$	\$
<b>DEVELOPMENT EXPENDITURE</b>	...	...	<b>46,816,822</b>	<b>106,620,900</b>	<b>95,000,200</b>	<b>123,553,300</b>
<i>GOVERNMENT DEVELOPMENT</i>	...	...	46,816,822	106,620,900	95,000,200	123,553,300
<b>ADMINISTRATION PROGRAMME</b>						
Istana Restoration Works	286,900,000	35,659,466	11,806,580	39,113,400	39,113,400	56,274,000
Protective Systems Enhancement	20,566,800	–	–	–	5,612,700	5,612,700
Minor Development Projects	...	...	–	4,110,900	1,340,900	2,895,000
Completed Projects	...	...	–	5,612,700	–	–
<b>ELECTIONS PROGRAMME</b>						
Minor Development Projects	...	...	2,022,441	580,000	580,000	1,242,000
<b>CORRUPT PRACTICES INVESTIGATION PROGRAMME</b>						
Investigation Case Management System	10,334,000	–	–	–	500,000	6,100,000
Minor Development Projects	...	...	509,241	3,769,000	1,718,900	2,241,600
Completed Projects	...	...	3,787,447	7,200,000	3,757,500	–
<b>NATIONAL SECURITY AND INTELLIGENCE COORDINATION PROGRAMME</b>						
Minor Development Projects	...	...	–	450,000	–	1,215,000

Project Title	Total Project Cost	Actual Expenditure		Estimated FY2024	Revised FY2025	Estimated FY2026
		\$	\$			
<b>PUBLIC SERVICE DIVISION PROGRAMME</b>						
Human Resource Payroll (HRP) System	111,356,200	86,495,967	3,527,710	12,501,800	8,430,800	7,966,500
New Pro-Ration System	10,000,000	–	–	–	–	2,328,900
Cumulus Phase 3	21,545,763	–	–	–	11,373,100	8,011,400
Minor Development Projects	...	...	7,589,563	6,663,600	7,631,700	9,108,300
New Projects	...	...	–	–	–	3,872,300
Completed Projects	...	...	3,431,524	13,284,800	131,300	–
<b>STRATEGY GROUP PROGRAMME</b>						
Minor Development Projects	...	...	261,968	483,000	439,100	649,500
<b>SERVICE SG PROGRAMME</b>						
Setup of ServiceSG	93,190,000	19,306,618	12,561,173	12,731,800	8,652,600	10,136,100
Digital Channels	23,760,000	–	–	–	5,598,300	5,900,000
Completed Projects	...	...	1,319,175	119,900	119,900	–

## KEY PERFORMANCE INDICATORS

### Desired Outcomes

- Effective government that is innovative and prepared for the future, to ensure:
  - Coherent Whole-of-Government strategies and action to support national priorities;
  - A sustainable population with a strong and cohesive society, a high-quality living environment, and a vibrant economy that creates good jobs and opportunities for Singaporeans;
  - A climate-resilient and well-adapted city state with a thriving economy in a low-carbon world;
  - A research-intensive, innovation-driven economy<sup>1</sup>;
  - Effective inter-agency coordination in national security matters to keep Singapore safe, secure, and resilient.
- Stable macroeconomic environment that is conducive for trade, business, and investment.
- High-performing Public Service based on the principles of incorruptibility, meritocracy, and impartiality, with:
  - Future-ready organisations with strong leadership at all levels and officers with the right capabilities and values;
  - Public officers who engage in continuous learning and development in alignment to priorities across the Public Service sector;
  - Effective curbing of corruption in Singapore;
  - Operationally ready election machinery; and
  - Effective national security coordination and risk management.
- Trusted and seamless government services that are personalised to serve citizens.

### Key Performance Indicators

Desired Outcome	Performance Indicator	Actual FY2023	Actual FY2024	Revised FY2025	Estimated FY2026
A sustainable population	Total population growth rate (%) (year-on-year, as at June)	5.0	2.0	1.2	n.a.
	Resident population growth rate (%) (year-on-year, as at June) <sup>2</sup>	1.9	0.8	0.6	n.a.
	Resident old-age support ratio (as at June) <sup>2,3</sup>	3.7	3.5	3.3	n.a.
	Resident general marriage rate (No. of marriages registered by unmarried resident females aged 15 to 49 years per 1,000 unmarried resident females) <sup>2,4</sup>	43.1	40.1	38.5 - 39.6	n.a.
	Resident total fertility rate <sup>2,4</sup>	0.97	0.97	0.87 - 0.88	n.a.
A climate-resilient and well-adapted city state with a thriving economy in a low-carbon world <sup>5</sup>	Emissions intensity of whole economy (kgCO <sub>2</sub> e/S\$) <sup>4,6</sup>	0.10	n.a.	n.a.	n.a.

<sup>1</sup> Please refer to indicators reported under Head V – Ministry of Trade and Industry on “Growth in business expenditure on R&D” and “Business expenditure on R&D as a % of GDP”.

<sup>2</sup> Residents refer to citizens and permanent residents.

<sup>3</sup> The resident old-age support ratio refers to the number of residents aged 20 to 64 per resident aged 65 and above.

<sup>4</sup> Figures for these indicators are reported on a Calendar Year (CY) basis.

<sup>5</sup> Please refer to Head L – Ministry of Sustainability and the Environment on Singapore’s total Greenhouse Gas (GHG) emissions with respect to Nationally Determined Contribution (NDC) targets (MtCO<sub>2</sub>e).

<sup>6</sup> Our national GHG emissions inventory is compiled on a CY basis, but with a 2-year lag for compilation and auditing purposes. This is in line with international norms set by the United Nations Framework Convention on Climate Change (UNFCCC). FY2024 data will be available for reporting in the FY2027 Revenue and Expenditure Estimates.

Desired Outcome	Performance Indicator	Actual FY2023	Actual FY2024	Revised FY2025	Estimated FY2026
Stable macroeconomic environment that is conducive for trade, business and investment	3-year moving average of the Monetary Authority of Singapore (MAS) core inflation measure (%) <sup>4</sup>	3.1	3.7	2.5	1.7
Future-ready organisations with strong leadership at all levels and officers with the right capabilities and values	Household Debt to Income ratio	1.9	1.8	1.6 – 2.1 <sup>7</sup>	n.a.
Public Officers who engage in continuous learning and development in alignment to priorities across the Public Service sector	World Bank's Worldwide Governance Indicator: Government Effectiveness <sup>8</sup>	Top 5	n.a. <sup>9</sup>	Top 5	Top 5
Effective curbing of corruption in Singapore	No. of Public Officers trained <sup>10</sup>	47,750	53,100	45,000	n.a.
Trusted and seamless government services that are personalised to serve citizens	Transparency International – Corruption Perception Index (out of 100) <sup>4</sup>	83	84	≥80 <sup>11</sup>	≥80
	Government services benchmarking indicator: overall positive service experience (%) <sup>12</sup>	n.a.	n.a.	89	n.a.

<sup>7</sup> Figures are based on preliminary MAS estimates. The actual data will be available in Q1 2026 when Department of Statistics (DOS) publishes the 2025 household income numbers.

<sup>8</sup> The ranking reported is derived based on Singapore's percentile rank among all countries and territories covered in the data set. Government effectiveness, as defined by the World Bank, measures the quality of public services, the quality of the civil service and the degree of its independence from political pressures, the quality of policy formulation and implementation, and the credibility of the government's commitment to such policies. Rankings for 2025 and 2026 are projections, and the actual ranking for 2025 is estimated to be available later in 2026.

<sup>9</sup> The 2024 country/territory rankings by the World Bank are not available at the time of publication. Based on the World Bank's 2024 raw data that is published, Singapore is projected to be within the Top 5 for Government Effectiveness.

<sup>10</sup> This performance indicator measures the number of Public Officers (non-unique) who attended programmes and events run by the Civil Service College. Figures are rounded to the nearest 50. Full year data will be available from 30 September of the next FY. Figure for FY2025 is a projection.

<sup>11</sup> Actual score will be provided when results are released in Q1 2026.

<sup>12</sup> Overall Positive Service Experience is computed as the proportion of respondents who rated their service experience positively (rating 6 and above on a 0-to 10-point scale). Figure for FY2025 is based on interim data (April 2025 to September 2025), and full FY2025 data will be available in Q3 FY2026. Due to changes in fieldwork from 2025 onwards, historical data is not comparable and is therefore not provided.

Head V

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Ministry of Trade and Industry



## HEAD V

### MINISTRY OF TRADE AND INDUSTRY

#### OVERVIEW

##### Mission Statement

We drive productivity-led growth, safeguard and expand our economic space, build a future-ready economy where firms thrive, to create good jobs and opportunities for our people.

#### FY2026 EXPENDITURE ESTIMATES

##### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
<b>TOTAL EXPENDITURE</b>		<b>5,825,338,219</b>	<b>7,185,162,700</b>	<b>6,588,031,500</b>	<b>11,103,101,400</b>	<b>4,515,069,900</b>	<b>68.5</b>
<b>MAIN ESTIMATES</b>							
<b>OPERATING EXPENDITURE</b>		<b>1,579,182,844</b>	<b>1,638,160,100</b>	<b>1,664,488,200</b>	<b>1,861,576,000</b>	<b>197,087,800</b>	<b>11.8</b>
<i>RUNNING COSTS</i>		1,544,886,396	1,601,706,200	1,629,299,900	1,824,501,400	195,201,500	12.0
<i>Expenditure on Manpower</i>		<b>172,440,062</b>	<b>181,896,100</b>	<b>184,120,600</b>	<b>196,731,700</b>	<b>12,611,100</b>	<b>6.8</b>
1200	Political Appointments	2,111,278	2,103,900	4,170,500	4,253,900	83,400	2.0
1500	Permanent Staff	170,061,498	179,266,300	179,424,200	191,946,100	12,521,900	7.0
1600	Temporary, Daily-Rated and Other Staff	267,286	525,900	525,900	531,700	5,800	1.1
<i>Other Operating Expenditure</i>		<b>163,623,231</b>	<b>200,023,200</b>	<b>142,785,400</b>	<b>167,222,400</b>	<b>24,437,000</b>	<b>17.1</b>
2100	Consumption of Products and Services	155,121,671	170,575,100	130,272,100	138,175,100	7,903,000	6.1
2200	Maintenance	–	–	–	19,737,400	19,737,400	n.a.
2300	Staff Development and Well-Being	–	–	–	5,791,500	5,791,500	n.a.
2300A	Manpower Development	3,954,316	6,047,500	6,254,100	–	(6,254,100)	(100.0)
2400	International and Public Relations, Communications	4,306,050	2,504,800	3,068,900	481,200	(2,587,700)	(84.3)
2700	Asset Acquisition	231,962	20,890,300	3,183,000	3,019,700	(163,300)	(5.1)
2800	Miscellaneous	9,231	5,500	7,300	17,500	10,200	139.7
<b>Grants, Transfers and Capital Injections</b>		<b>1,208,823,104</b>	<b>1,219,786,900</b>	<b>1,302,393,900</b>	<b>1,460,547,300</b>	<b>158,153,400</b>	<b>12.1</b>
3100	Grants and Capital Injections to Statutory Boards	1,205,509,919	1,218,627,100	1,299,815,900	1,460,546,300	160,730,400	12.4
3400	Grants and Capital Injections to Others	3,313,185	1,159,800	2,578,000	1,000	(2,577,000)	(100.0)
<b>TRANSFERS</b>		<b>34,296,448</b>	<b>36,453,900</b>	<b>35,188,300</b>	<b>37,074,600</b>	<b>1,886,300</b>	<b>5.4</b>
3500	Social Transfers to Individuals	12,797,426	13,933,700	12,474,700	18,119,000	5,644,300	45.2
3600	Transfers to Institutions and Organisations	10,762,885	9,932,100	9,978,400	7,241,800	(2,736,600)	(27.4)
3800	International Organisations and Overseas Development Assistance	10,736,136	12,588,100	12,735,200	11,713,800	(1,021,400)	(8.0)

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>530,398</b>	<b>74,400</b>	<b>82,700</b>	<b>146,800</b>	<b>64,100</b>	<b>77.5</b>
4600	Loans and Advances (Disbursement)	530,398	74,400	82,700	146,800	64,100	77.5
DEVELOPMENT ESTIMATES							
	<b>DEVELOPMENT EXPENDITURE</b>	<b>4,246,155,375</b>	<b>5,547,002,600</b>	<b>4,923,543,300</b>	<b>9,241,525,400</b>	<b>4,317,982,100</b>	<b>87.7</b>
5100	Government Development	106,766,615	155,260,400	220,647,500	416,074,000	195,426,500	88.6
5200	Grants and Capital Injections to Organisations	4,139,388,760	5,391,742,200	4,702,895,800	8,825,451,400	4,122,555,600	87.7
	<b>OTHER DEVELOPMENT FUND OUTLAYS</b>	<b>34,341,285</b>	<b>762,878,300</b>	<b>574,979,200</b>	<b>1,464,220,100</b>	<b>889,240,900</b>	<b>154.7</b>
5500	Land-Related Expenditure	30,267,663	22,878,300	24,979,200	135,836,300	110,857,100	443.8
5600	Loans	4,073,622	740,000,000	550,000,000	1,328,383,800	778,383,800	141.5

## Establishment List

Category/Personnel	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
<b>POLITICAL APPOINTMENTS</b>	<b>5</b>	<b>5</b>	<b>6</b>	<b>6</b>
Minister	3	3	3	3
Senior Minister of State	1	1	1	1
Minister of State	1	1	2	2
<b>PERMANENT STAFF</b>	<b>1,044</b>	<b>1,038</b>	<b>1,107</b>	<b>1,201</b>
Administrative	19	20	20	20
Corporate Support	20	20	13	3
Economist Service	37	37	36	36
Finance Profession Scheme (2024)	4	4	4	3
Information Service (2008)	8	8	8	8
Management Executive Scheme (2008)	669	663	530	623
Management Support Scheme (2008)	42	42	38	33
Operations Support	5	5	5	5
Others	–	–	229	229
Shorthand Writers	2	2	1	2
Statistician (Trade & Industry) (2008)	235	234	220	236
Technical Support Scheme (2008)	3	3	3	3
<b>TEMPORARY, DAILY-RATED &amp; OTHER STAFF</b>	<b>32</b>	<b>32</b>	<b>–</b>	<b>–</b>
Management Executive Scheme (2008)	13	13	–	–
Statistician (Trade & Industry) (2008)	19	19	–	–
<b>TOTAL</b>	<b>1,081</b>	<b>1,075</b>	<b>1,113</b>	<b>1,207</b>

## FY2025 BUDGET

The revised FY2025 total expenditure of the Ministry of Trade and Industry is expected to be \$6.59 billion. This is an increase of \$762.69 million or 13.1% compared to the actual FY2024 total expenditure of \$5.83 billion. Of the revised FY2025 total expenditure, \$1.66 billion or 25.3% is for operating expenditure while \$4.92 billion or 74.7% is for development expenditure.

### *Operating Expenditure*

The revised FY2025 operating expenditure of the Ministry of Trade and Industry is expected to be \$1.66 billion. This is an increase of \$85.31 million or 5.4% compared to the actual FY2024 operating expenditure of \$1.58 billion. The increase is mainly due to the annual growth in baseline operating expenditures.

### *Development Expenditure*

The revised FY2025 development expenditure of the Ministry of Trade and Industry is expected to be \$4.92 billion. This is an increase of \$677.39 million or 16.0% compared to the actual FY2024 development expenditure of \$4.25 billion. The increase is mainly due to higher projected requirements for the Enterprise Singapore Programme and Research & Development (R&D) activities.

### *Other Consolidated Fund Outlays*

The revised FY2025 other consolidated fund outlays of the Ministry of Trade and Industry are expected to be \$0.08 million. This is a decrease of \$0.45 million or 84.4% compared to the actual FY2024 other consolidated fund outlays of \$0.53 million. The decrease is mainly due to tenancy lease renewals that were only required in FY2024.

### *Other Development Fund Outlays*

The revised FY2025 other development fund outlays of the Ministry of Trade and Industry are expected to be \$574.98 million. This is an increase of \$540.64 million compared to the actual FY2024 other development fund outlays of \$34.34 million. The increase is mainly due to higher projected requirements for development loans.

## FY2026 BUDGET

The FY2026 total expenditure of the Ministry of Trade and Industry is projected to be \$11.10 billion. This is an increase of \$4.52 billion or 68.5% compared to the revised FY2025 total expenditure of \$6.59 billion. Of the FY2026 total expenditure, \$1.86 billion or 16.8% is for operating expenditure while \$9.24 billion or 83.2% is for development expenditure.

### *Operating Expenditure*

The FY2026 operating expenditure of the Ministry of Trade and Industry is projected to be \$1.86 billion. This is an increase of \$197.09 million or 11.8% compared to the revised FY2025 operating expenditure of \$1.66 billion. The increase is mainly due to annual growth in baseline operating expenditures and new operating requirements.

## ***Development Expenditure***

The FY2026 development expenditure of the Ministry of Trade and Industry is projected to be \$9.24 billion. This is an increase of \$4.32 billion or 87.7% compared to the revised FY2025 development expenditure of \$4.92 billion. The increase is mainly due to initiatives to enhance Singapore's economic competitiveness in an uncertain global environment.

## ***Total Expenditure by Programmes***

### *Economic Development Board Programme*

The Economic Development Board creates sustainable economic growth, with vibrant business and good job opportunities for Singapore. The FY2026 operating budget for this programme is \$366.21 million or 19.7% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$4.12 billion or 44.6% of the total FY2026 development expenditure.

### *Agency for Science, Technology and Research Programme*

The Agency for Science, Technology and Research advances science and develops innovative technology to further economic growth and improve lives. The FY2026 operating budget for this programme is \$72.21 million or 3.9% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$2.52 billion or 27.2% of the total FY2026 development expenditure.

### *Enterprise Singapore Programme*

The Enterprise Singapore grows stronger Singapore enterprises by strengthening enterprise and innovation capabilities, transforming industries, facilitating access to global market opportunities, and supporting the growth of Singapore as a hub for global trading and startups. The FY2026 operating budget for this programme is \$353.46 million or 19.0% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$1.96 billion or 21.2% of the total FY2026 development expenditure.

### *Singapore Tourism Board Programme*

The Singapore Tourism Board develops a vibrant and inspiring Destination Singapore that Singaporeans are proud of. The FY2026 operating budget for this programme is \$357.93 million or 19.2% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$368.58 million or 4.0% of the total FY2026 development expenditure.

### *Administration Programme*

The Administration Programme funds the Ministry of Trade and Industry headquarters, which drives productivity-led growth, safeguards and expands our economic space, and builds a future-ready economy where firms thrive, to create good jobs and opportunities for our people. The FY2026 operating budget for this programme is \$282.84 million or 15.2% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$38.96 million or 0.4% of the total FY2026 development expenditure.

### *Sentosa Development Corporation Programme*

The Sentosa Development Corporation creates and delivers the One-Sentosa Experience through outstanding service and world-class offerings. The FY2026 operating budget for this programme is \$175.50 million or 9.4% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$26.45 million or 0.3% of the total FY2026 development expenditure.

### *JTC Corporation Programme*

The JTC Corporation develops strategic, innovative and critical industrial infrastructure to enhance Singapore's global competitiveness as an investment location and catalyse industry transformation. The FY2026 operating budget for this programme is \$9.07 million or 0.5% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$145.66 million or 1.6% of the total FY2026 development expenditure.

### *Energy Market Authority Programme*

The Energy Market Authority builds sustainable, resilient, dynamic and efficient energy markets and systems. The FY2026 operating budget for this programme is \$90.91 million or 4.9% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$53.23 million or 0.6% of the total FY2026 development expenditure.

### *Statistics Programme*

The Department of Statistics delivers insightful statistics and trusted statistical services that empower decision-making. The FY2026 operating budget for this programme is \$123.46 million or 6.6% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$7.72 million or 0.1% of the total FY2026 development expenditure.

### *Competition and Consumer Commission of Singapore Programme*

The Competition and Consumer Commission of Singapore makes markets work well to create opportunities and choices for businesses and consumers in Singapore. The FY2026 operating budget for this programme is \$30.00 million or 1.6% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$2.55 million or 0.03% of the total FY2026 development expenditure.

### ***Other Consolidated Fund Outlays***

The FY2026 other consolidated fund outlays of the Ministry of Trade and Industry are projected to be \$0.15 million. This is an increase of \$0.06 million or 77.5% compared to the revised FY2025 other consolidated fund outlays of \$0.08 million. The increase is mainly due to higher expected requirements from security deposits for Overseas Missions and new postings.

### ***Other Development Fund Outlays***

The FY2026 other development fund outlays of the Ministry of Trade and Industry are projected to be \$1.46 billion. This is an increase of \$889.24 million or 154.7% compared to the revised FY2025 other development fund outlays of \$574.98 million. The increase is mainly due to higher and new projected requirements for development loans.

## Total Expenditure by Programme

Code	Programme	Running	Operating	Development	Total	
		Costs	Transfers	Expenditure	Expenditure	
		\$	\$	\$	\$	
V-A	Administration Programme	245,789,400	37,054,600	282,844,000	38,958,100	321,802,100
V-B	Statistics Programme	123,435,500	20,000	123,455,500	7,721,000	131,176,500
V-E	Economic Development Board Programme	366,209,200	–	366,209,200	4,122,557,600	4,488,766,800
V-H	Agency for Science, Technology and Research Programme	72,205,100	–	72,205,100	2,515,471,400	2,587,676,500
V-J	Sentosa Development Corporation Programme	175,500,800	–	175,500,800	26,445,300	201,946,100
V-L	JTC Corporation Programme	9,066,200	–	9,066,200	145,657,700	154,723,900
V-N	Singapore Tourism Board Programme	357,926,200	–	357,926,200	368,582,500	726,508,700
V-P	Competition and Consumer Commission of Singapore Programme	29,999,000	–	29,999,000	2,545,900	32,544,900
V-Q	Energy Market Authority Programme	90,911,500	–	90,911,500	53,225,800	144,137,300
V-R	Enterprise Singapore Programme	353,458,500	–	353,458,500	1,960,360,100	2,313,818,600
<b>Total</b>		<b>1,824,501,400</b>	<b>37,074,600</b>	<b>1,861,576,000</b>	<b>9,241,525,400</b>	<b>11,103,101,400</b>

## Development Expenditure by Project

Project Title	Actual Expenditure					
	Total Project Cost	Up to End of	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
		FY2023				
	\$	\$	\$	\$	\$	\$
<b>DEVELOPMENT EXPENDITURE</b>	...	...	<b>4,246,155,375</b>	<b>5,547,002,600</b>	<b>4,923,543,300</b>	<b>9,241,525,400</b>
<i>GOVERNMENT DEVELOPMENT</i>	...	...	106,766,615	155,260,400	220,647,500	416,074,000
<b>ADMINISTRATION PROGRAMME</b>						
Reclamation and Infrastructure Development between Pulau Ayer Merbau and Pulau Seraya, Jurong Island	498,981,000	41,753,640	6,835,424	6,000,000	6,000,000	5,000,000
Jurong Rock Cavern Phase 1	1,357,000,000	814,317,379	425,902	8,500,000	2,200,000	5,000,000
Seletar Airport Infrastructure Upgrade	310,030,000	260,855,842	634,212	8,983,000	9,690,000	2,600
Sand Accretion Test-Bedding	20,000,000	1,213,515	355,512	210,000	291,200	3,600,000
Provision of Basic Infrastructure for Industrial Government Land Sales Sites at Gambas Crescent and Land next to Tampines Warehouse Retail Scheme (WRS) Cluster	42,690,000	23,637,880	72,576	–	200,000	200,000
Provision of Basic Infrastructure for Industrial Government Land Sales Sites along Tampines Avenue 10	42,000,000	19,057,882	863	300,000	200,000	100,000
Sewer Upgrading Works at Tuas-Pioneer and Benoi-Gul Industrial Estates	86,600,000	18,888,233	31,712,534	13,800,000	4,000,000	500,000
Provision of Basic Infrastructure to Support the Integrated Construction and Prefabrication Hub Site at Jalan Gali Batu	27,200,000	2,004,917	35,454	–	–	300,000
Provision of Basic Infrastructure at Tanglin Halt Area	49,825,000	29,775,338	467,057	700,000	1,200,000	2,000,000
Provision of Basic Infrastructure for Industrial Government Land Sales Sites at Kaki Bukit along Bedok Reservoir Road	12,000,000	6,288,238	1,696	1,500,000	1,500,000	1,000,000

Project Title	Total Project Cost	Actual Expenditure					
		Up to End of FY2023	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026	
		\$	\$	\$	\$	\$	\$
Provision of Basic Infrastructure at Tuas Western Coast	88,925,000	33,239,834	11,562,146	9,000,000	9,500,000	7,700,000	
Provision of Basic Infrastructure for the Industrial Government Land Sales Sites at Jalan Terusan and Jalan Papan	13,800,000	6,731,917	334,000	–	50,000	200,000	
Provision of Basic Infrastructure for One-North Phase 2	94,729,000	11,333,090	221,229	500,000	700,000	200,000	
Phase 1 Earthworks & Infrastructure Works at Kranji Agri-Food Innovation Park	22,691,000	4,191,901	–	900,000	2,944,200	3,000,000	
Infrastructure for the Rest of Tuas View (Tuas Hockey Stick)	190,900,000	178,085,325	–	–	–	50,000	
Additional Reclamation and Infrastructure at Tuas View	699,300,000	673,903,838	–	–	–	100,000	
Reclamation and Infrastructure Development of Jurong Island Phase 3	2,510,730,000	1,268,409,904	1,535,242	–	300,000	100,000	
Tuas View Extension	10,219,280,000	820,824,839	5,587,824	1,500,000	800,000	200,000	
Reclamation of Jurong Island Phase 4	4,253,040,000	395,176,670	2,032,143	–	2,910,000	2,600,000	
GoBusiness	14,476,600	–	–	–	4,493,400	4,964,500	
Minor Development Projects	...	...	2,440,637	984,500	1,764,200	657,200	
New Projects	...	...	–	–	1,125,000	1,235,000	
Completed Projects	...	...	532,488	310,000	468,500	–	
<b>STATISTICS PROGRAMME</b>							
Business Register, Analytics and Insights Statistical System	5,573,600	–	412,783	2,658,400	2,683,100	1,052,100	
Minor Development Projects	...	...	120,019	758,300	1,295,800	2,831,400	
New Projects	...	...	–	1,864,900	–	3,837,500	
Completed Projects	...	...	6,540,496	791,300	658,400	–	
<b>AGENCY FOR SCIENCE, TECHNOLOGY AND RESEARCH PROGRAMME</b>							
Biomedical Sciences (BMS) Infrastructure Renewal Phase 1 Funding Initiative (F1)	563,871,000	–	–	–	10,300,000	321,200,000	
<b>JTC CORPORATION PROGRAMME</b>							
Development of Punggol Digital District	302,842,900	–	26,990,058	–	–	3,072,900	
Development of Infrastructure for Bulim Phase 1	626,340,000	26,179,442	3,924,189	94,000,000	128,466,000	28,820,800	
Development of Infrastructure for Bulim Phase 2	912,123,000	31,928,694	3,992,132	2,000,000	3,900,000	9,800,000	
Accelerated Land Recycling Programme Tranche 2	318,000,000	–	–	–	19,344,000	6,000,000	
New Projects	...	...	–	–	–	750,000	
Completed Projects	...	...	–	–	3,663,700	–	
<b>GRANTS &amp; CAPITAL INJECTIONS TO ORGANISATIONS</b>							
	...	...	4,139,388,760	5,391,742,200	4,702,895,800	8,825,451,400	
<b>ADMINISTRATION PROGRAMME</b>							
Provision of Basic Infrastructure at Tanglin Halt Area	49,825,000	1,109,681	–	–	889,300	–	
Provision of Basic Infrastructure for One-North Phase 2	94,729,000	310,559	6,306	–	–	–	
Reclamation of Jurong Island Phase 4	4,253,040,000	14,078,355	4,499,157	–	–	–	
Minor Development Projects	...	...	166,516	1,030,000	210,000	248,800	
New Projects	...	...	–	5,552,100	–	–	
Completed Projects	...	...	158,644	–	405,600	–	

Project Title	Total Project Cost	Actual Expenditure				
		Up to End of	Actual	Estimated	Revised	Estimated
		FY2023	FY2024	FY2025	FY2025	FY2026
	\$	\$	\$	\$	\$	\$
<b>ECONOMIC DEVELOPMENT BOARD PROGRAMME</b>						
Partnership for Capability Transformation Scheme	100,470,000	26,651,266	—	—	—	321,000
Research, Innovation and Enterprise 2020	1,443,200,000	801,643,057	128,872,387	64,166,000	51,472,000	16,584,000
Economic Development Assistance Scheme (EDAS) 7	7,400,422,000	4,969,249,681	300,895,885	213,559,000	215,081,000	137,007,000
Resource Efficiency Grant for Energy	958,478,700	40,045,883	15,109,146	17,151,000	30,339,000	50,659,000
Research, Innovation and Enterprise 2025	2,797,100,000	275,241,977	332,132,272	342,462,000	445,560,000	241,490,000
Economic Development Assistance Scheme (EDAS) 8	2,247,680,000	315,222,050	578,209,650	354,543,000	610,888,000	583,702,600
2030 Carbon Mitigation Programme Budget Tranche 2	705,134,600	—	—	—	6,000,000	14,845,000
New Projects	...	...	—	531,548,000	15,050,000	3,077,949,000
Completed Projects	...	...	27,538,664	3,820,000	2,859,000	—
<b>AGENCY FOR SCIENCE, TECHNOLOGY AND RESEARCH PROGRAMME</b>						
RIE 2025 - Manufacturing, Trade and Connectivity	1,305,043,000	164,746,180	297,383,823	180,045,500	388,199,000	451,766,400
RIE 2025 - Innovation & Enterprise	1,094,570,000	291,159,375	161,770,434	122,898,800	165,222,400	165,149,800
RIE 2025 - Manpower	454,610,000	92,880,819	55,672,040	52,260,400	51,951,100	41,511,500
RIE 2025 - Human Health and Potential	713,480,000	163,535,277	81,697,683	81,162,700	96,138,900	113,740,300
Replacement of Enterprise Resource Planning System	12,325,000	1,371,246	5,422,962	560,000	4,906,500	140,000
RIE 2025 - A*STAR Academic Research Horizontal	29,850,000	1,128,506	1,803,908	2,254,600	4,752,900	7,400,000
Implementation of MedTech Catapult	38,184,900	—	4,161,630	8,479,700	10,657,400	12,690,000
National Metrology Centre Equipment Replacement and Upgrade	11,954,800	—	1,191,668	6,670,000	6,408,300	4,260,000
Sectoral AI Centre of Excellence for Manufacturing	35,780,600	—	2,562,615	—	13,900,400	10,634,000
"Research, Innovation and Enterprise 2015"	5,688,010,000	5,346,926,300	4,178,393	577,600	1,774,300	370,400
"Research, Innovation and Enterprise 2020"	3,391,930,000	2,997,702,588	88,215,131	21,329,700	21,196,100	11,609,300
New Projects	...	...	—	272,260,000	601,600	1,374,999,700
Completed Projects	...	...	878,518,252	771,501,000	927,960,900	—
<b>SENTOSA DEVELOPMENT CORPORATION PROGRAMME</b>						
Design Consultancy and Implementation Works for Sentosa's Deep Gravity Sewers	118,900,000	7,606,094	2,495,900	12,000,000	10,000,000	19,000,000
Short-Term Activation of the Southern Islands	2,800,000	1,284,700	45,590	—	—	450,000
Preservation, Restoration and Improvement Works for Sentosa's Heritage Assets	15,830,000	—	—	—	300,300	2,356,800
Climate Change Studies	5,000,000	—	—	—	300,000	1,000,000
New Projects	...	...	—	6,025,800	—	3,638,500
Completed Projects	...	...	7,340,485	—	—	—
<b>JTC CORPORATION PROGRAMME</b>						
Development of Punggol Digital District	302,842,900	208,107,098	23,951,374	24,700,000	24,700,000	15,247,700
Development of Infrastructure for Bulim Phase 1	626,340,000	167,189,478	19,962,664	28,000,000	45,000,000	58,468,300
Development of Infrastructure for Bulim Phase 2	912,123,000	80,319,730	20,096,683	23,000,000	—	—
Overhang Solar PhotoVoltaic	2,400,000	—	—	—	—	2,000,000
Use of Electrical Vehicles as Distributed Energy Resources, and to Support Vehicle-to-Building and Vehicle-to-Grid Infrastructure	563,000	—	—	—	—	563,000

Project Title	Total Project Cost	Actual Expenditure				
		Up to End of	Actual	Estimated	Revised	Estimated
		FY2023	FY2024	FY2025	FY2025	FY2026
	\$	\$	\$	\$	\$	\$
Building & Infrastructure (B&I) Centre of Excellence (CentEx) Research & Development (R&D) Project to Improve Deployment of Innovative Solutions	4,920,000	–	–	–	82,000	1,235,000
New Projects	...	...	–	–	–	19,700,000
Completed Projects	...	...	2,428,692	7,247,900	4,362,900	–
<b>SINGAPORE TOURISM BOARD PROGRAMME</b>						
Mandai Nature Safari Park	1,560,390,000	1,119,080,851	–	36,562,500	36,562,500	137,963,700
F1 Singapore Grand Prix Term 4	480,400,000	176,381,923	86,408,042	81,794,100	86,020,900	85,048,300
Tourism Development Fund 4	568,040,000	19,274,734	50,760,157	48,546,900	54,072,400	41,531,200
Pre-development Works and Project Management Services for the Integrated Cruise Ferry Terminal	96,812,000	2,554,570	8,000,476	6,474,100	9,124,700	31,509,000
One Stan	12,402,700	–	614,569	2,782,900	1,748,800	9,008,500
Tourism Development Fund 3 and Tourism Projects	1,051,019,000	497,790,414	43,903,721	37,641,000	40,732,200	39,091,900
New Projects	...	...	–	–	–	24,429,900
Completed Projects	...	...	40,846,345	8,750,000	5,516,000	–
<b>COMPETITION AND CONSUMER COMMISSION OF SINGAPORE PROGRAMME</b>						
New Projects	...	...	–	–	694,200	2,545,900
<b>ENERGY MARKET AUTHORITY PROGRAMME</b>						
Energy Efficient Grant Call for Power Generation Companies	76,440,000	30,289,791	9,458,749	19,697,500	21,137,100	6,572,100
Interest Subsidy to EMA for Capital Assistance Scheme Loans	100,000,000	17,069,392	5,621,133	5,575,200	5,575,200	2,527,200
Setup of Central Gas Entity Gasco	2,131,000	–	–	–	1,200,000	931,000
New Projects	...	...	–	62,300,000	16,781,900	43,195,500
Completed Projects	...	...	5,307,223	12,028,200	9,749,900	–
<b>ENTERPRISE SINGAPORE PROGRAMME</b>						
Special Risk-Sharing Initiative - Capability Development	416,117,900	–	–	116,200	–	85,300
Research, Innovation and Enterprise 2020	6,219,560,000	360,939,254	57,611,630	76,360,000	47,131,900	27,300,000
Enterprise Development Fund 5	9,356,846,400	2,364,955,636	232,859,722	336,647,300	201,389,000	233,861,200
Infrastructure Asia	1,518,200	235,906	289,245	–	101,200	94,800
Contribution to the World Bank Group's GIF Post Pilot Phase	21,750,000	10,781,000	1,442,400	3,223,000	3,855,000	5,671,000
Research, Innovation & Enterprise 2025	1,297,600,000	59,010,869	88,725,800	158,573,300	187,130,300	189,781,000
Enterprise Development Fund VI (Grant)	3,743,028,700	333,549,867	455,902,496	465,104,800	465,796,300	357,377,100
Sustainability Reporting Support Programme	4,300,000	–	860,000	495,500	–	625,900
Sustainability Reporting Grant	37,000,000	–	500,000	13,403,500	597,300	1,856,500
Enterprise Development Fund 3	187,808,700	1,844,754	–	539,700	–	289,700
Enterprise Development Fund 4	445,517,900	19,272,604	–	281,700	–	234,000
New Projects	...	...	–	859,933,900	350,810,100	1,143,183,600
Completed Projects	...	...	3,788,500	106,100	–	–

## Other Development Fund Outlays

Project Title	Total Project Cost	Actual Expenditure		Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
		\$	\$				
<b>OTHER DEVELOPMENT FUND OUTLAYS</b>	...	...		34,341,285	762,878,300	574,979,200	1,464,220,100
<i>LAND-RELATED EXPENDITURE</i>	...	...		30,267,663	22,878,300	24,979,200	135,836,300
<b>ADMINISTRATION PROGRAMME</b>							
Reclamation and Infrastructure Development between Pulau Ayer Merbau and Pulau Seraya, Jurong Island	498,981,000	283,823,077		3,915,351	35,000	293,900	–
Jurong Rock Cavern Phase 1	1,357,000,000	470,497,593		331,632	442,200	1,156,000	1,000,000
Extraction of Earth from Jalan Gali Batu and Wenya as Reclamation Fill	497,810,000	243,940,562		5,636,490	6,582,400	6,788,000	12,694,500
Tuas Western Cost Reclamation Project	1,489,230,000	343,801,774		15,267,813	600,000	2,645,000	400,000
Preparatory Works for the Reclamation of Industrial Land at Lorong Halus	3,603,000	1,437,705		422,312	605,700	570,000	117,000
Reclamation Works of North Tuas Basin	2,080,000,000	–		–	6,850,000	8,075,900	67,227,900
Preparatory Works for the Reclamation of Tanjong Kling and Samulun Basins	10,660,000	–		–	2,900,000	1,136,100	3,781,600
Tuas View Extension	10,219,280,000	6,539,632,528		164,059	563,000	1,947,300	2,626,900
Reclamation of Jurong Island Phase 4	4,253,040,000	1,870,469,469		1,379,140	–	–	–
Industrial Land Reclamation Resource Expenditure	792,049,000	360,036,198		2,808,059	4,300,000	1,825,600	3,818,400
New Projects	...	...		–	–	20,000	44,170,000
Completed Projects	...	...		342,806	–	521,400	–
<b>LOANS</b>	...	...		4,073,622	740,000,000	550,000,000	1,328,383,800
<b>ECONOMIC DEVELOPMENT BOARD PROGRAMME</b>							
Capital Assistance Scheme 7	8,000,000,000	2,963,656,211		–	–	500,000,000	686,383,800
Capital Assistance Scheme 8	3,400,000,000	–		–	640,000,000	50,000,000	542,000,000
New Projects	...	...		–	–	–	100,000,000
<b>ENTERPRISE SINGAPORE PROGRAMME</b>							
Completed Projects	...	...		4,073,622	100,000,000	–	–

## KEY PERFORMANCE INDICATORS

### Desired Outcomes

- Productivity-led growth
- Safeguard & expand economic space
- Future-ready economy where firms thrive

### Key Performance Indicators

Desired Outcome	Performance Indicator	Actual FY2023	Actual FY2024	Revised FY2025	Estimated FY2026
Productivity-led growth	Real GDP growth (%) <sup>1,2,3</sup>	1.8	4.4	4.8	1.0 - 3.0
	Real growth in Value-added (VA) per worker (%) <sup>1,2</sup>				
	a) Year-on-year growth <sup>4</sup>	-2.9	2.7	2.9	n.a.
	b) 10-year Compound Annual Growth Rate (CAGR) to date <sup>5,6</sup>	1.7	1.9	2.1	1.0 - 2.0
	Real growth in VA per actual hour worked (%) <sup>1,2</sup>				
	a) Year-on-year growth <sup>4</sup>	-1.7	3.6	2.7	n.a.
	b) 10-year CAGR to date <sup>5</sup>	2.3	2.5	2.6	n.a.
	Real growth in VA per worker of Small and Medium-sized Enterprises (SMEs) (%) <sup>1,7,8</sup>	3.9	0.9	n.a.	n.a.
Safeguard & expand economic space	Growth in stock of direct investment abroad (%) <sup>1,9</sup>	2.9	7.5	n.a.	n.a.
	Growth in merchandise exports with the world (%) <sup>1,2</sup>	-10.1	5.7	7.8	n.a.
	Growth in services exports with the world (%) <sup>1,2,4</sup>	2.7	9.9	2.6	n.a.
Future-ready economy where firms thrive	Growth in business expenditure on R&D (%) <sup>1,10</sup>	10.2	n.a.	n.a.	n.a.
	Business expenditure on R&D as % of GDP (%) <sup>1,10</sup>	1.3	n.a.	n.a.	n.a.
	System Average Interruption Duration Index (SAIDI) <sup>1,11</sup>	0.15	0.26	0.25	n.a.

<sup>1</sup> Figures for these indicators are reported on a Calendar Year (CY) basis.

<sup>2</sup> Figures for CY2023 and CY2024 have been updated from those reported in the Revenue and Expenditure Estimates for FY2025 due to regular data revision.

<sup>3</sup> Figure for CY2025 is based on MTI's advance estimates released on 2 January 2026. Real GDP growth CY2025 based on preliminary estimates will be released in February 2026. Current figure for CY2026 is based on MTI's Economic Survey of Singapore Third Quarter 2025 press release published on 21 November 2025.

<sup>4</sup> Figure for CY2025 is based on data from Q1 2025 to Q3 2025.

<sup>5</sup> Figure for CY2023 is for the period CY2013 to CY2023. Figure for CY2024 follows the same principle. Figure for CY2025 takes the Q1 2025 – Q3 2025 year-on-year growth rate as the growth rate for the full year of 2025.

<sup>6</sup> Value-added per worker figures for CY2026 are based on Singapore's long-term GDP growth target of 2-3% per annum, supported by productivity growth of 1-2%.

<sup>7</sup> SMEs are defined as enterprises with operating receipts of not more than S\$100 million or employment of not more than 200 workers.

<sup>8</sup> The latest available figure is CY2024. Figure for CY2025 will be available in Q1 2026.

<sup>9</sup> Figures for CY2025 and CY2026 will be available in Q4 2026 and Q4 2027 respectively.

<sup>10</sup> Figure for CY2024 is estimated to be available by Q1 2027.

<sup>11</sup> Figure for CY2025 is based on preliminary data for CY2025 from January 2025 to June 2025, as per the KPI reporting to EMA Board for H1 2025.

Head W

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Ministry of Transport



## HEAD W

### MINISTRY OF TRANSPORT

#### OVERVIEW

##### Mission Statement

To strengthen Singapore's transportation connectivity and develop the transport sector's potential to advance our economic competitiveness and the quality of life in Singapore.

#### FY2026 EXPENDITURE ESTIMATES

##### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	\$	%
		FY2024	FY2025	FY2025	FY2026			
	<b>TOTAL EXPENDITURE</b>	<b>14,627,846,772</b>	<b>14,729,822,100</b>	<b>15,932,711,300</b>	<b>16,149,596,700</b>	<b>216,885,400</b>		<b>1.4</b>
<b>MAIN ESTIMATES</b>								
	<b>OPERATING EXPENDITURE</b>	<b>2,502,834,310</b>	<b>2,798,018,900</b>	<b>2,929,202,500</b>	<b>3,109,174,200</b>	<b>179,971,700</b>		<b>6.1</b>
	<i>RUNNING COSTS</i>	2,399,540,498	2,758,317,900	2,890,661,700	3,087,353,600	196,691,900		6.8
	<i>Expenditure on Manpower</i>	<b>38,532,432</b>	<b>41,912,900</b>	<b>45,643,400</b>	<b>55,268,000</b>	<b>9,624,600</b>		<b>21.1</b>
1200	Political Appointments	1,327,005	1,682,000	1,803,200	1,682,300	(120,900)		(6.7)
1500	Permanent Staff	37,179,640	40,214,600	43,773,300	53,519,700	9,746,400		22.3
1600	Temporary, Daily-Rated and Other Staff	25,787	16,300	66,900	66,000	(900)		(1.3)
	<i>Other Operating Expenditure</i>	<b>1,017,127,330</b>	<b>1,136,923,800</b>	<b>1,195,828,100</b>	<b>1,231,816,800</b>	<b>35,988,700</b>		<b>3.0</b>
2100	Consumption of Products and Services	1,012,834,421	1,126,293,000	1,183,996,900	1,224,020,600	40,023,700		3.4
2200	Maintenance	—	—	—	1,308,500	1,308,500		n.a.
2300	Staff Development and Well-Being	—	—	—	911,100	911,100		n.a.
2300A	Manpower Development	566,544	848,700	822,100	—	(822,100)		(100.0)
2400	International and Public Relations, Communications	3,503,381	9,642,100	10,855,700	5,187,400	(5,668,300)		(52.2)
2700	Asset Acquisition	222,831	140,000	153,400	389,200	235,800		153.7
2800	Miscellaneous	154	—	—	—	—		n.a.
	<b>Grants, Transfers and Capital Injections</b>	<b>1,343,880,736</b>	<b>1,579,481,200</b>	<b>1,649,190,200</b>	<b>1,800,268,800</b>	<b>151,078,600</b>		<b>9.2</b>
3100	Grants and Capital Injections to Statutory Boards	1,343,880,736	1,579,481,200	1,649,190,200	1,599,260,800	(49,929,400)		(3.0)
3400	Grants and Capital Injections to Others	—	—	—	201,008,000	201,008,000		n.a.
	<i>TRANSFERS</i>	103,293,812	39,701,000	38,540,800	21,820,600	(16,720,200)		(43.4)
3500	Social Transfers to Individuals	17,648,600	37,513,100	36,365,600	19,615,700	(16,749,900)		(46.1)
3600	Transfers to Institutions and Organisations	82,637,027	—	—	—	—		n.a.
3800	International Organisations and Overseas Development Assistance	3,008,185	2,187,900	2,175,200	2,204,900	29,700		1.4

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
DEVELOPMENT ESTIMATES							
	<b>DEVELOPMENT EXPENDITURE</b>	<b>12,125,012,462</b>	<b>11,931,803,200</b>	<b>13,003,508,800</b>	<b>13,040,422,500</b>	<b>36,913,700</b>	<b>0.3</b>
5100	Government Development	5,306,532,072	6,345,709,000	6,635,327,900	7,208,699,700	573,371,800	8.6
5200	Grants and Capital Injections to Organisations	6,818,480,390	5,586,094,200	6,368,180,900	5,831,722,800	(536,458,100)	(8.4)
	<b>OTHER DEVELOPMENT FUND OUTLAYS</b>	<b>238,780,143</b>	<b>596,508,600</b>	<b>662,089,200</b>	<b>265,857,800</b>	<b>(396,231,400)</b>	<b>(59.8)</b>
5500	Land-Related Expenditure	238,780,143	596,508,600	662,089,200	265,857,800	(396,231,400)	(59.8)

## Establishment List

Category/Personnel	Actual	Estimated	Revised	Estimated
	FY2024	FY2025	FY2025	FY2026
<b>POLITICAL APPOINTMENTS</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
Minister	1	1	1	1
Senior Minister of State	1	1	2	2
Minister of State	1	1	1	1
Senior Parliamentary Secretary	1	1	–	–
<b>PERMANENT STAFF</b>	<b>145</b>	<b>145</b>	<b>166</b>	<b>166</b>
Administrative	16	16	16	16
Finance Profession Scheme (2024)	6	6	9	9
Information Service (2008)	6	6	7	7
Management Executive Scheme (2008)	104	104	102	102
Operations Support	2	2	1	1
Others	–	–	18	18
Transport Safety Investigator Scheme (2020)	11	11	13	13
<b>TOTAL</b>	<b>149</b>	<b>149</b>	<b>170</b>	<b>170</b>

## FY2025 BUDGET

The revised FY2025 total expenditure of the Ministry of Transport is expected to be \$15.93 billion. This is an increase of \$1.30 billion or 8.9% compared to the actual FY2024 total expenditure of \$14.63 billion. Of the revised FY2025 total expenditure, \$2.93 billion or 18.4% is for operating expenditure while \$13.00 billion or 81.6% is for development expenditure.

### *Operating Expenditure*

The revised FY2025 operating expenditure of the Ministry of Transport is expected to be \$2.93 billion. This is an increase of \$426.37 million or 17.0% compared to the actual FY2024 operating expenditure of \$2.50 billion. The increase is mainly due to higher maintenance cost for road infrastructure and higher subsidies for bus services and ongoing efforts to support rail reliability.

### *Development Expenditure*

The revised FY2025 development expenditure of the Ministry of Transport is expected to be \$13.00 billion. This is an increase of \$878.50 million or 7.2% compared to the actual FY2024 development expenditure of \$12.13 billion. The increase is mainly due to ramp-up of works for the development and expansion of the rail network.

### *Other Development Fund Outlays*

The revised FY2025 other development fund outlays of the Ministry of Transport are expected to be \$662.09 million. This is an increase of \$423.31 million or 177.3% compared to the actual FY2024 other development fund outlays of \$238.78 million. The increase is mainly due to higher expenditure requirements for land reclamation and related developments at Tuas Port.

## FY2026 BUDGET

The FY2026 total expenditure of the Ministry of Transport is projected to be \$16.15 billion. This is an increase of \$216.89 million or 1.4% compared to the revised FY2025 total expenditure of \$15.93 billion. Of the FY2026 total expenditure, \$3.11 billion or 19.3% is for operating expenditure while \$13.04 billion or 80.7% is for development expenditure.

### *Operating Expenditure*

The FY2026 operating expenditure of the Ministry of Transport is projected to be \$3.11 billion. This is an increase of \$179.97 million or 6.1% compared to the revised FY2025 operating expenditure of \$2.93 billion. The increase is mainly due to higher maintenance cost for road infrastructure and systems.

### *Development Expenditure*

The FY2026 development expenditure of the Ministry of Transport is projected to be \$13.04 billion. This is an increase of \$36.91 million or 0.3% compared to the revised FY2025 development expenditure of \$13.00 billion. The increase is mainly due to the higher road infrastructure and systems costs and improvements to bus infrastructure.

## ***Total Expenditure by Programmes***

### *Administration Programme*

The Administration Programme aims to fund policies for Singapore's air, maritime and land transport systems whilst providing corporate support, managing emergencies, investigating transport incidents, overseeing digitalisation and cybersecurity, and promoting the Ministry's work through public communications. The FY2026 operating budget for this programme is \$3.10 billion or 99.6% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$7.41 billion or 56.8% of the total FY2026 development expenditure.

### *Land Transport Authority Programme*

The Land Transport Authority Programme aims to support the implementation of land transport policies and the development and maintenance of land transport infrastructure. The FY2026 development budget for this programme is \$5.53 billion or 42.4% of the total FY2026 development expenditure.

### *Civil Aviation Authority Programme*

The Civil Aviation Authority Programme aims to support the development of airport infrastructure. The FY2026 development budget for this programme is \$96.74 million or 0.7% of the total FY2026 development expenditure.

### *Public Transport Council Programme*

The Public Transport Council Programme aims to support the regulation of public transport fares and fare payment services, promoting positive commuter behaviours as well as enforcement against fare evasion. The FY2026 operating budget for this programme is \$12.88 million or 0.4% of the total FY2026 operating expenditure.

### ***Other Development Fund Outlays***

The FY2026 other development fund outlays of the Ministry of Transport are projected to be \$265.86 million. This is a decrease of \$396.23 million or 59.8% compared to the revised FY2025 other development fund outlays of \$662.09 million. The decrease is mainly due to lower expenditure requirements for land reclamation and related developments at Tuas Port.

## Total Expenditure by Programme

Code	Programme	Running		Operating		Development		Total
		Costs	Transfers	Expenditure	Expenditure	Expenditure	Expenditure	
		\$	\$	\$	\$	\$	\$	\$
W-A	Administration Programme	3,074,476,800	21,820,600	3,096,297,400	7,423,972,000		10,520,269,400	
W-E	Public Transport Council Programme	12,876,800	–	12,876,800		–	12,876,800	
W-G	Civil Aviation Authority Programme	–	–	–	96,740,900		96,740,900	
W-H	Land Transport Authority Programme	–	–	–	5,519,709,600		5,519,709,600	
<b>Total</b>		<b>3,087,353,600</b>	<b>21,820,600</b>	<b>3,109,174,200</b>	<b>13,040,422,500</b>		<b>16,149,596,700</b>	

## Development Expenditure by Project

Project Title	Actual Expenditure							
	Total Project Cost	Up to End of		Actual FY2024	Estimated FY2025	Revised FY2025		
		\$	\$					
<b>DEVELOPMENT EXPENDITURE</b>								
GOVERNMENT DEVELOPMENT	...	...	...	12,125,012,462	11,931,803,200	13,003,508,800	13,040,422,500	
ADMINISTRATION PROGRAMME								
Commuter and Road-related Facilities and Traffic Management Programmes	3,201,063,700	1,283,988,182	130,937,108	174,543,600	201,972,800	198,827,800		
Reclamation of Tuas Terminal Phase 2 and Related Works	34,107,700	1,723,582	2,532	4,365,100	3,343,800	5,263,200		
MOT Technology Development	21,551,000	2,697,428	148,249	191,100	163,200	390,800		
Expansion and Improvement of Road Projects	3,544,723,900	1,275,848,184	212,415,659	293,325,900	240,153,500	278,379,100		
Land Preparation Works for Future Airport Facilities at Changi East	933,341,600	816,574,951	–	–	444,000	651,700		
Supporting Bus Infrastructure and Related Projects	198,277,730	68,458,237	14,302,672	7,564,600	17,718,900	11,911,200		
Supporting Infrastructure for the Expansion of Rail (Incidentals)	104,030,000	62,174,382	3,046,546	302,300	959,500	43,600		
Other Rail Related Projects - MOT	11,086,600	538,676	528,721	516,900	344,400	544,900		
Bus Depot Projects	2,075,888,000	335,364,275	173,472,029	62,285,600	147,387,500	188,200,000		
Other Active Mobility Projects	169,636,500	30,128,950	11,502,245	21,554,300	22,184,100	29,692,700		
Expansion of Rail Network and Related Projects - MOT	30,182,224,900	2,944,042,339	2,995,219,965	3,429,162,800	3,867,881,600	3,667,262,000		
Supporting Infrastructure for the Expansion of Rail Network	1,748,459,700	486,374,705	165,129,977	214,751,300	216,013,700	134,825,700		
Cycling Path Projects	1,854,856,100	170,178,282	117,566,902	163,071,500	177,169,600	181,118,200		
Bus Interchange and Integrated Transport Hub Projects	1,357,590,502	458,583,870	138,246,203	150,946,200	198,212,900	175,251,700		
Expressway Projects	15,808,446,900	6,720,249,455	1,112,600,027	1,057,610,700	1,071,018,800	1,058,631,200		
Corporate Projects	375,404,000	–	661	–	12,216,000	58,909,900		
Minor Development Projects	...	...	133,845	–	165,500	–		
New Projects	...	...	–	733,824,400	426,144,400	1,218,796,000		
Completed Projects	...	...	231,278,731	31,692,700	31,833,700	–		

Project Title	Total Project Cost	Actual Expenditure					
		Up to End of		Actual	Estimated	Revised	Estimated
		FY2023	FY2024	FY2025	FY2025	FY2026	FY2026
	\$	\$	\$	\$	\$	\$	\$
<b>GRANTS &amp; CAPITAL INJECTIONS TO ORGANISATIONS</b>							
Energy Efficiency Grant	2,660,000	—	—	—	81,000	1,156,500	
Minor Development Projects	...	...	6,741,362	7,872,200	7,564,100	11,362,500	
New Projects	...	...	—	349,111,700	184,033,600	202,753,300	
<b>ADMINISTRATION PROGRAMME</b>							
Development of New Systems at Changi West	68,929,300	13,011,950	2,697,999	10,574,100	8,126,000	18,067,800	
Replacement and Upgrading of Aviation Related Systems and Facilities	653,876,600	—	—	—	3,466,100	61,292,700	
Aviation Innovation Projects	20,374,600	1,773,450	4,185,824	3,680,000	6,856,900	4,054,400	
Development of New Airport Facilities at Changi East	43,318,400	12,842,346	1,661,701	—	5,000	13,326,000	
Completed Projects	...	...	1,058,522,324	1,050,000	—	—	
<b>CIVIL AVIATION AUTHORITY PROGRAMME</b>							
Railway Sinking Fund	...	...	2,261,119,600	4,020,982,500	4,520,982,500	3,147,057,100	
Rail Financing	...	...	1,039,756,800	—	—	1,262,030,200	
Rail Enhancement Projects	4,519,509,300	2,131,278,816	240,220,127	136,452,900	186,578,300	147,832,500	
Land Transport Projects for Planning and Research	27,654,700	21,654,426	—	—	3,398,100	1,478,000	
Other Rail Related Projects	25,319,000	8,088,299	2,679,303	2,947,100	5,428,500	3,366,600	
Expansion of Rail Network and Related Projects	68,006,396,800	50,142,028,277	1,822,577,402	827,723,400	1,207,356,800	875,590,100	
Development and Maintenance of Fare Collection and Ticketing	46,766,500	5,626,751	609,488	417,600	2,641,900	5,668,500	
Vehicle Systems and Management	187,509,300	31,376,597	7,940,706	4,018,500	26,791,100	32,470,600	
Active Mobility Projects	106,987,000	31,371,789	2,512,738	720,000	1,903,000	7,121,200	
Bus Asset and Related System Projects	386,368,100	116,560,803	6,916,893	9,664,900	11,620,500	9,451,400	
Corporate Projects	167,224,900	8,517,489	3,741,888	5,021,700	12,424,700	13,390,400	
International Rail Projects	896,780,600	132,857,443	3,404,325	2,222,700	7,987,800	11,283,500	
Bus Operations	229,832,200	198,084,791	—	—	738,500	2,510,900	
Minor Development Projects	1,375,800	—	—	—	—	458,600	
Completed Projects	...	...	353,191,910	203,634,900	170,196,500	—	

## Other Development Fund Outlays

Project Title	Actual Expenditure					
	Total Project Cost	Up to End of FY2023	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
	\$	\$	\$	\$	\$	\$
<b>OTHER DEVELOPMENT FUND OUTLAYS</b>	...	...	238,780,143	596,508,600	662,089,200	265,857,800
<i>LAND-RELATED EXPENDITURE</i>	...	...	238,780,143	596,508,600	662,089,200	265,857,800
<b>ADMINISTRATION PROGRAMME</b>						
Reclamation of Tuas Port	7,759,250,500	5,145,783,816	206,784,849	118,269,100	635,846,100	246,859,400
New Projects	...	...	-	478,239,500	26,100,000	18,998,400
Completed Projects	...	...	31,995,294	-	143,100	-

## KEY PERFORMANCE INDICATORS

### Desired Outcomes

- Develop Singapore as a global air hub
- Develop Singapore as an international maritime hub
- Develop an efficient, sustainable and people-centric land transport system

### Key Performance Indicators

Desired Outcome	Performance Indicator	Actual FY2023	Actual FY2024	Revised FY2025	Estimated FY2026
Develop Singapore as a global air hub	Growth in air passenger movements (%) <sup>1,2</sup>	83.1	14.8	3.4	2.5
	No. of direct city air-links (averaged) <sup>1</sup>	149	156	164	170
	WEF ranking for air transport infrastructure <sup>3</sup>	n.a.	4 <sup>th</sup>	n.a.	Top 5
Develop Singapore as an international maritime hub	Container throughput (million twenty-foot equivalent units) <sup>1</sup>	39.0	41.1	44.3	44.7 – 46.1
	United Nations Conference on Trade and Development (UNCTAD) Liner Shipping Connectivity Index ranking <sup>4</sup>	3 <sup>rd</sup>	3 <sup>rd</sup>	3 <sup>rd</sup>	Top 3
	Singapore's ranking in The Leading Maritime Cities of the World report <sup>5</sup>	n.a.	1 <sup>st</sup>	n.a.	Top 3
Develop an efficient, sustainable and people-centric land transport system	Customer satisfaction with public transport (mean score) <sup>6</sup>	7.8	n.a.	7.2	≥7.5
	Customer satisfaction with point-to-point services (mean score) <sup>7</sup>	8.2	n.a.	7.6	≥7.6
	Peak-period mode share of Walk Cycle Ride (%) <sup>1</sup>	75.0	75.0	75.0	76.0
	Peak-period Walk Cycle Ride journeys completed within 45 minutes (%) <sup>1</sup>	67.0	66.5	67.0	67.0
	Walk Cycle Ride journeys to nearest neighbourhood centre completed within 20 minutes (%) <sup>1</sup>	91.5	94.0	94.0	94.0
	Public transport expenditure as a percentage of household income – 2 <sup>nd</sup> Quintile (%) <sup>1,8</sup>	1.7	1.7	1.7	1.7
	Mean distance travelled between delays >5min on MRT network (train-km) <sup>1</sup>	2,077,000	1,982,000	≥1,000,000	≥1,000,000
	Mean distance travelled between delays >5min on LRT network (car-km) <sup>1</sup>	546,000	382,000	≥100,000	≥100,000
	Cleaner energy public bus fleets (%) <sup>1,9</sup>	1.9	2.9	9.0	12.8
	Cleaner energy vehicles in total vehicle population (%) <sup>1,9</sup>	11.1	14.7	n.a.	n.a.

<sup>1</sup> Figures for these indicators are reported on a Calendar Year (CY) basis.

<sup>2</sup> The spike in 2023 was because Singapore's air traffic was recovering from a much lower base in 2022 when it was severely impacted by the COVID-19 pandemic.

<sup>3</sup> The next biennial ranking will be published in 2026.

<sup>4</sup> The 2025 figure is based on Q1 2025 to Q3 2025 results published by UNCTAD.

<sup>5</sup> This indicator tracks Singapore's competitiveness using The Leading Maritime Cities of the World report which biennially ranks countries based on five pillars: (i) shipping centres, (ii) maritime finance and law, (iii) maritime technology, (iv) ports and logistics, and (v) attractiveness and competitiveness.

<sup>6</sup> Data from 2023 is not comparable to data from 2025 and estimates from 2026 as the methodology for the Public Transport Customer Satisfaction survey has been updated, with the updated survey conducted in 2025. Data is not available for 2024 as the survey had been paused for the review. The mean score reflects commuters' overall satisfaction with the public transport system. Commuters were asked to rate their overall satisfaction with the public transport system on a 10-point scale. This is different from previous surveys, which derived the mean score from ratings across different aspects of the public transport system, and which were weighted by commuters' assessed relative importance of each aspect.

<sup>7</sup> Data from 2023 is not comparable to data from 2025 and estimates for 2026 as the methodology for the Point-to-Point Customer Satisfaction survey has been updated, with the updated survey conducted in 2025. Data is not available for 2024 as the survey had been paused for the review. The mean score reflects commuters' overall satisfaction with point-to-point transport services. Commuters were asked to rate their overall satisfaction with point-to-point services on a 10-point scale. This is different from previous surveys, which derived the mean score from ratings across different aspects of point-to-point services, and which were weighted by commuters' assessed relative importance of each aspect.

<sup>8</sup> This indicator tracks public transport affordability for the average commuter as represented by the second quintile household income group.

<sup>9</sup> These indicators track the long-term target of 100% cleaner energy public bus fleet and cleaner energy vehicles respectively by 2040.



Head X

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Ministry of Culture, Community and Youth



## HEAD X

### MINISTRY OF CULTURE, COMMUNITY AND YOUTH

#### OVERVIEW

##### Mission Statement

To Build Social Capital, Inspire the Singapore Spirit, and Together Make Singapore Home.

##### Vision Statement

Through the arts, heritage, sports, giving, community and youth engagement, our vision is to:

- Enable Singaporeans to pursue their aspirations as a fulfilled and engaged people,
- Contribute to a cohesive and caring society, and in doing so
- Build a confident and resilient nation that Singaporeans are proud to call home.

#### FY2026 EXPENDITURE ESTIMATES

##### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised	FY2025
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
	<b>TOTAL EXPENDITURE</b>	<b>2,557,002,504</b>	<b>2,781,349,100</b>	<b>2,710,733,800</b>	<b>3,085,623,600</b>	<b>374,889,800</b>	<b>13.8</b>
	<b>MAIN ESTIMATES</b>						
	<b>OPERATING EXPENDITURE</b>	<b>2,071,630,034</b>	<b>2,270,827,200</b>	<b>2,245,160,000</b>	<b>2,407,711,100</b>	<b>162,551,100</b>	<b>7.2</b>
	<i>RUNNING COSTS</i>	1,977,641,087	2,132,982,700	2,146,034,100	2,287,061,100	141,027,000	6.6
	<i>Expenditure on Manpower</i>	<b>113,856,852</b>	<b>119,306,200</b>	<b>124,137,500</b>	<b>145,133,400</b>	<b>20,995,900</b>	<b>16.9</b>
1200	Political Appointments	1,729,765	2,683,700	3,176,000	3,410,700	234,700	7.4
1500	Permanent Staff	111,512,619	115,668,800	120,086,600	140,850,800	20,764,200	17.3
1600	Temporary, Daily-Rated and Other Staff	614,467	953,700	874,900	871,900	(3,000)	(0.3)
	<i>Other Operating Expenditure</i>	<b>128,219,542</b>	<b>204,633,200</b>	<b>153,753,800</b>	<b>225,846,200</b>	<b>72,092,400</b>	<b>46.9</b>
2100	Consumption of Products and Services	95,675,510	173,635,300	121,679,000	154,796,800	33,117,800	27.2
2200	Maintenance	—	—	—	47,948,600	47,948,600	n.a.
2300	Staff Development and Well-Being	—	—	—	4,511,400	4,511,400	n.a.
2300A	Manpower Development	3,009,093	4,420,400	3,830,700	—	(3,830,700)	(100.0)
2400	International and Public Relations, Communications	29,010,236	23,831,200	26,839,700	17,288,900	(9,550,800)	(35.6)
2700	Asset Acquisition	350,721	2,690,300	1,274,800	1,166,800	(108,000)	(8.5)
2800	Miscellaneous	173,981	56,000	129,600	133,700	4,100	3.2

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
	<b>Grants, Transfers and Capital Injections</b>	<b>1,735,564,694</b>	<b>1,809,043,300</b>	<b>1,868,142,800</b>	<b>1,916,081,500</b>	<b>47,938,700</b>	<b>2.6</b>
3100	Grants and Capital Injections to Statutory Boards	1,463,945,071	1,529,816,600	1,572,014,400	1,643,627,500	71,613,100	4.6
3200	Grants and Capital Injections to Educational Institutions	56,272,925	57,956,800	59,764,800	21,654,800	(38,110,000)	(63.8)
3400	Grants and Capital Injections to Others	215,346,698	221,269,900	236,363,600	250,799,200	14,435,600	6.1
	<i>TRANSFERS</i>	93,988,947	137,844,500	99,125,900	120,650,000	21,524,100	21.7
3500	Social Transfers to Individuals	11,308	39,546,700	8,938,000	17,096,000	8,158,000	91.3
3600	Transfers to Institutions and Organisations	93,735,446	98,050,800	89,940,400	103,306,000	13,365,600	14.9
3800	International Organisations and Overseas Development Assistance	242,193	247,000	247,500	248,000	500	0.2
	DEVELOPMENT ESTIMATES						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>485,372,470</b>	<b>510,521,900</b>	<b>465,573,800</b>	<b>677,912,500</b>	<b>212,338,700</b>	<b>45.6</b>
5100	Government Development	55,457,208	31,925,800	25,316,500	44,692,900	19,376,400	76.5
5200	Grants and Capital Injections to Organisations	429,915,262	478,596,100	440,257,300	633,219,600	192,962,300	43.8

## Establishment List

Category/Personnel	Actual	Estimated	Revised	Estimated
	FY2024	FY2025	FY2025	FY2026
<b>POLITICAL APPOINTMENTS</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>5</b>
Minister	1	1	1	1
Senior Minister of State	1	1	1	1
Minister of State	1	1	2	2
Senior Parliamentary Secretary	1	1	1	1
<b>PERMANENT STAFF</b>	<b>788</b>	<b>917</b>	<b>792</b>	<b>837</b>
Administrative	8	8	8	8
Corporate Support	1	1	1	1
Legal	2	2	2	2
Management Executive Scheme (2008)	374	434	342	385
Management Support Scheme (2008)	28	28	27	27
Operations Support	2	2	1	1
Others	–	–	20	20
Shorthand Writers	1	1	1	1
Youth Executive	372	441	390	392
<b>TOTAL</b>	<b>792</b>	<b>921</b>	<b>797</b>	<b>842</b>

## FY2025 BUDGET

The revised FY2025 total expenditure of the Ministry of Culture, Community and Youth is expected to be \$2.71 billion. This is an increase of \$153.73 million or 6.0% compared to the actual FY2024 total expenditure of \$2.56 billion. Of the revised FY2025 total expenditure, \$2.25 billion or 82.8% is for operating expenditure while \$465.57 million or 17.2% is for development expenditure.

### *Operating Expenditure*

The revised FY2025 operating expenditure of the Ministry of Culture, Community and Youth is expected to be \$2.25 billion. This is an increase of \$173.53 million or 8.4% compared to the actual FY2024 operating expenditure of \$2.07 billion. The increase is mainly due to higher operating requirements for the People's Association Programme, the Arts & Heritage Programme, the National Heritage Board Programme, and the National Youth Council Programme.

### *Development Expenditure*

The revised FY2025 development expenditure of the Ministry of Culture, Community and Youth is expected to be \$465.57 million. This is a decrease of \$19.80 million or 4.1% compared to the actual FY2024 development expenditure of \$485.37 million. The decrease is mainly due to the progressive completion of the Outward Bound Singapore @ Coney's development.

## FY2026 BUDGET

The FY2026 total expenditure of the Ministry of Culture, Community and Youth is projected to be \$3.09 billion. This is an increase of \$374.89 million or 13.8% compared to the revised FY2025 total expenditure of \$2.71 billion. Of the FY2026 total expenditure, \$2.41 billion or 78.0% is for operating expenditure while \$677.91 million or 22.0% is for development expenditure.

### *Operating Expenditure*

The FY2026 operating expenditure of the Ministry of Culture, Community and Youth is projected to be \$2.41 billion. This is an increase of \$162.55 million or 7.2% compared to the revised FY2025 operating expenditure of \$2.25 billion. The increase is mainly due to higher operating requirements for the Sport Singapore Programme, the Community Relations and Engagement Programme, the National Youth Council Programme, and the National Heritage Board Programme.

### *Development Expenditure*

The FY2026 development expenditure of the Ministry of Culture, Community and Youth is projected to be \$677.91 million. This is an increase of \$212.34 million or 45.6% compared to the revised FY2025 development expenditure of \$465.57 million. The increase is mainly due to higher development requirements for the Sport Singapore Programme and the National Heritage Board Programme.

## ***Total Expenditure by Programmes***

### *Sport Singapore Programme*

The Sport Singapore Programme seeks to enable people of all abilities to be able to access sports facilities and programmes, and live better through sport, as well as inspire the Singapore Spirit by bringing people together through sports programmes. The FY2026 operating budget for this programme is \$570.13 million or 23.7% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$402.09 million or 59.3% of the total FY2026 development expenditure.

### *People's Association Programme*

The People's Association Programme aims to spark and nurture community participation for a caring and united Singapore. The FY2026 operating budget for this programme is \$662.96 million or 27.5% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$108.50 million or 16.0% of the total FY2026 development expenditure.

### *National Heritage Board Programme*

The National Heritage Board Programme preserves and celebrates our shared heritage for the purpose of strengthening social cohesion and national identity. The FY2026 operating budget for this programme is \$200.53 million or 8.3% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$86.69 million or 12.8% of the total FY2026 development expenditure.

### *Arts and Heritage Programme*

The Arts and Heritage Programme comes under the Arts and Heritage Division and the Culture Academy. The programme promotes the growth of Singapore's arts and heritage sector and supports leadership and capability development for the arts and heritage sector. The FY2026 operating budget for this programme is \$223.66 million or 9.3% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$30.61 million or 4.5% of the total FY2026 development expenditure.

### *National Arts Council Programme*

The National Arts Council Programme champions the creation and appreciation of the arts in Singapore, including expanding access to the arts, as well as developing a vibrant arts ecosystem in Singapore. The FY2026 operating budget for this programme is \$164.43 million or 6.8% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$12.27 million or 1.8% of the total FY2026 development expenditure.

### *National Youth Council Programme*

The National Youth Council Programme seeks to champion youth development and community action, and support international youth affairs. The FY2026 operating budget for this programme is \$136.42 million or 5.7% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$7.43 million or 1.1% of the total FY2026 development expenditure.

### *Community Relations and Engagement Programme*

The Community Relations and Engagement Programme promotes racial and religious harmony and the development of networks among ethnic and religious organisations. The programme includes the administration of Muslim law. The FY2026 operating budget for this programme is \$127.32 million or 5.3% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$2.17 million or 0.3% of the total FY2026 development expenditure.

### *Resilience, Engagement & Partnerships Programme*

The Resilience, Engagement & Partnerships Programme seeks to develop a strong national identity, nurture an active citizenry, and catalyse partnerships between the public sector and citizens. The FY2026 operating budget for this programme is \$85.38 million or 3.5% of the total FY2026 operating expenditure.

### *Corporate Services Programme*

The Corporate Services Programme includes the corporate services functions of communications and engagement, corporate administration, human resource, internal audit, legal services, organisational development, and strategic planning and finance. The FY2026 operating budget for this programme is \$72.49 million or 3.0% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$5.24 million or 0.8% of the total FY2026 development expenditure.

### *Information Technology Programme*

The Information Technology Programme aims to utilise IT information technology to strengthen the Ministry's capabilities in building a caring, cohesive and confident society. The FY2026 operating budget for this programme is \$51.42 million or 2.1% of the total FY2026 operating expenditure.

### *Sports Programme*

The Sports Programme develops policies and provides policy direction to Sport Singapore to promote participation in sports, develop sports excellence pathways, and build the sports ecosystem. The FY2026 operating budget for this programme is \$45.38 million or 1.9% of the total FY2026 operating expenditure.

### *Majlis Ugama Islam Singapura Programme*

The Majlis Ugama Islam Singapura Programme's main role is to advise the Singapore Government on all matters pertaining to Islamic affairs in Singapore and to manage all aspects of religious life of the Singapore Muslim Community through its various community-centric programmes and services. The FY2026 operating budget for this programme is \$38.70 million or 1.6% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$2.54 million or 0.4% of the total FY2026 development expenditure.

### *Youth Programme*

The Youth Programme builds young citizens who are well-prepared for the future and committed to Singapore by coordinating relevant policy efforts and driving engagement with youths at the whole-of-government level. The FY2026 operating budget for this programme is \$15.82 million or 0.7% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$19.38 million or 2.9% of the total FY2026 development expenditure.

### *Charities and Co-operatives Programme*

The Charities and Co-operatives Programme comes under the Charities Unit and the Registry of Co-operative Societies and Mutual Benefit Organisations. The programme undertakes policy and regulatory functions relating to charities/Institutions of a Public Character and fundraising activities, and regulates co-operative societies and mutual benefit organisations to protect members' interests. The FY2026 operating budget for this programme is \$13.06 million or 0.5% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$1.00 million or 0.1% of the total FY2026 development expenditure.

## Total Expenditure by Programme

Code	Programme	Running	Operating	Development	Total
		Costs	Transfers	Expenditure	Expenditure
		\$	\$	\$	\$
X-A	Corporate Services Programme	72,486,800	–	72,486,800	5,236,400
X-B	Arts and Heritage Programme	206,664,100	17,000,000	223,664,100	30,607,700
X-C	Charities and Co-Operatives Programme	7,912,200	5,151,000	13,063,200	1,000,000
X-D	Resilience, Engagement & Partnerships Programme	85,383,100	–	85,383,100	–
X-E	Community Relations and Engagement Programme	38,064,500	89,251,500	127,316,000	2,173,000
X-F	Information Technology Programme	51,421,700	–	51,421,700	–
X-I	Sports Programme	45,382,200	–	45,382,200	–
X-J	Youth Programme	15,824,100	–	15,824,100	19,377,100
X-P	Majlis Ugama Islam Singapura Programme	38,704,200	–	38,704,200	2,543,200
X-Q	National Arts Council Programme	164,428,100	–	164,428,100	12,265,100
X-R	National Heritage Board Programme	200,529,900	–	200,529,900	86,688,600
X-S	People's Association Programme	662,964,300	–	662,964,300	108,497,000
X-T	Sport Singapore Programme	561,226,100	8,900,000	570,126,100	402,092,100
X-U	National Youth Council Programme	136,069,800	347,500	136,417,300	7,432,300
<b>Total</b>		<b>2,287,061,100</b>	<b>120,650,000</b>	<b>2,407,711,100</b>	<b>677,912,500</b>
					<b>3,085,623,600</b>

## Development Expenditure by Project

Project Title	Actual Expenditure					
	Total Project Cost	Up to End of		Actual FY2024	Estimated FY2025	Revised FY2025
		\$	\$			
<b>DEVELOPMENT EXPENDITURE</b>	...	...	...	<b>485,372,470</b>	<b>510,521,900</b>	<b>465,573,800</b>
<i>GOVERNMENT DEVELOPMENT</i>	...	...	...	55,457,208	31,925,800	25,316,500
<b>CORPORATE SERVICES PROGRAMME</b>						
Minor Development Projects	...	...	...	164,703	1,400,000	1,484,200
<b>ARTS AND HERITAGE PROGRAMME</b>						
Singapore Art Museum Retrofit	54,154,000	7,209,863	80,458	5,174,100	1,501,700	7,596,600
The Esplanade Company Limited Capital Expenditure	119,477,200	51,752,126	1,141,567	12,652,900	80,500	–
National Gallery Singapore Cyclical Maintenance and Replacement of Assets	14,321,300	1,370,948	1,958,418	1,887,000	1,135,100	1,006,300
The Esplanade Company Limited Technical Infrastructure Upgrade Project	33,910,000	–	9,606,258	–	11,482,800	971,300
New Projects	...	...	–	–	–	375,000
Completed Projects	...	...	79,008	–	1,643,600	–
<b>CHARITIES AND CO-OPERATIVES PROGRAMME</b>						
New Projects	...	...	–	–	–	1,000,000

Project Title	Total Project Cost	Actual Expenditure					
		Up to End of FY2023		Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
		\$	\$	\$	\$	\$	\$
<b>RESILIENCE, ENGAGEMENT &amp; PARTNERSHIPS PROGRAMME</b>							
Completed Projects	...	...	332,200	—	—	—	—
<b>COMMUNITY RELATIONS AND ENGAGEMENT PROGRAMME</b>							
Revamping of Syariah Court's Website and Case Management System (SCMS)	22,650,000	8,169,630	1,155,770	500,000	500,000	500,000	500,000
Revamp of Registry of Muslim Marriages' Electronic Marriage Information System and Website	13,850,000	10,647,106	814,888	300,000	900,000	900,000	900,000
New Projects	...	...	—	—	—	—	773,000
<b>YOUTH PROGRAMME</b>							
Implementation of Somerset Belt Project	38,390,000	—	164,890	2,771,500	2,903,200	18,902,000	18,902,000
Completed Projects	...	...	2,400,000	798,300	798,300	—	—
<b>NATIONAL YOUTH COUNCIL PROGRAMME</b>							
Outward Bound Singapore Reception and Activity Centre (RAC) and Green Finger at Punggol	8,300,000	—	—	200,000	200,000	900,000	900,000
Minor Development Projects	...	...	809,309	4,067,000	2,687,100	4,732,300	4,732,300
New Projects	...	...	—	2,175,000	—	1,800,000	1,800,000
Completed Projects	...	...	36,749,739	—	—	—	—
<b>GRANTS &amp; CAPITAL INJECTIONS TO ORGANISATIONS</b>							
...	...	429,915,262	478,596,100	440,257,300	633,219,600	—	—
<b>ARTS AND HERITAGE PROGRAMME</b>							
The Esplanade Company Limited Capital Expenditure	119,477,200	11,888,007	2,794,676	1,591,800	5,408,400	4,819,700	4,819,700
National Gallery Singapore Cyclical Maintenance and Replacement of Assets	14,321,300	3,973,506	1,846,102	1,265,500	2,624,400	299,100	299,100
Singapore Art Museum Information Technology System Refresh	337,000	—	—	—	—	318,300	318,300
National Gallery Singapore Information Technology System Refresh	1,738,000	—	—	—	—	1,303,500	1,303,500
STPI – Creative Workshop & Gallery Chiller Plant Replacement	1,751,000	—	—	—	35,300	1,408,700	1,408,700
National Gallery Singapore Sustainability Works	7,582,000	—	—	—	—	3,862,900	3,862,900
School of the Arts Singapore Enterprise Resource Planning System	3,220,000	—	—	—	—	1,125,000	1,125,000
New Projects	...	...	—	18,220,000	839,300	7,521,300	7,521,300
Completed Projects	...	...	1,211,544	110,600	195,200	—	—
<b>RESILIENCE, ENGAGEMENT &amp; PARTNERSHIPS PROGRAMME</b>							
Completed Projects	...	...	4,120,397	102,600	252,600	—	—
<b>INFORMATION TECHNOLOGY PROGRAMME</b>							
Completed Projects	...	...	—	394,900	—	—	—
<b>SPORTS PROGRAMME</b>							
Completed Projects	...	...	—	3,029,400	1,240,000	—	—

Project Title	Total Project Cost	Actual Expenditure					
		Up to End of FY2023		Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
		\$	\$	\$	\$	\$	\$
<b>YOUTH PROGRAMME</b>							
New Projects	...	...	—	—	—	—	475,100
Completed Projects	...	...	987,000	1,465,000	1,476,700	—	—
<b>MAJLIS UGAMA ISLAM SINGAPURA PROGRAMME</b>							
Pre-Development Works for the Singapore College of Islamic Studies (SCIS)	7,100,000	—	—	—	—	—	976,300
Minor Development Projects	...	...	—	750,000	300,000	1,506,900	—
New Projects	...	...	—	—	—	—	60,000
Completed Projects	...	...	424,100	—	—	—	—
<b>NATIONAL ARTS COUNCIL PROGRAMME</b>							
National Arts Council Cultural Concierge	5,715,900	3,495,657	1,373,441	—	486,700	152,700	—
Culture Sector Data Analytics Solution	2,980,900	—	1,035,335	—	417,200	765,800	—
Redevelopment of 45 Armenian Street	12,690,000	103,791	210,885	1,530,000	3,405,600	4,100,000	—
Redevelopment of 222 Queen Street and 51 Waterloo Street	10,860,000	62,520	2,398	3,640,000	92,300	6,752,000	—
National Arts Council Culture Pass	540,000	—	—	—	179,000	361,000	—
New Projects	...	...	—	905,500	2,394,000	133,600	—
<b>NATIONAL HERITAGE BOARD PROGRAMME</b>							
Enhanced National Monument Fund	15,000,000	2,990,300	—	2,512,100	2,104,700	1,600,000	—
Development of Founders' Memorial at Bay East Garden	85,680,162	—	—	1,125,000	7,900,000	71,940,000	—
Acquisition Budget National Collection	54,948,800	3,360,800	16,187,800	25,808,800	21,769,500	7,484,700	—
National Heritage Board Artefact Tracking System	4,369,548	719,700	—	3,077,700	326,000	340,000	—
Acquisition of Design Collection	3,948,750	—	—	1,036,200	1,036,200	2,093,000	—
Sustainable Collections Care in Tropical Climate Building Environments	2,101,180	—	310,000	712,900	1,062,500	728,600	—
Re-Imagining the Heritage Learning Experience Phase 2	1,119,300	—	—	—	350,000	400,000	—
Feasibility Studies for old St Joseph's Institution	1,255,400	—	—	—	876,000	379,400	—
Revamp of Roots Website	1,260,000	—	—	—	200,000	1,060,000	—
New Projects	...	...	—	3,095,100	—	662,900	—
Completed Projects	...	...	1,305,888	1,936,500	2,037,800	—	—
<b>PEOPLE'S ASSOCIATION PROGRAMME</b>							
Development and Upgrading of Residents' Network Centres	61,338,600	40,435,700	—	—	—	—	990,000
Construction of New Community Clubs	1,147,891,300	677,091,752	45,770,000	68,871,700	68,036,700	70,848,000	—
Upgrading of Community Clubs	331,953,500	130,261,200	16,850,000	24,435,100	29,113,000	23,549,000	—
Key Information Technology Systems	9,090,100	7,616,500	626,600	36,000	36,000	36,000	—
Minor Development Projects	...	...	7,238,100	4,827,700	6,695,400	9,224,000	—
New Projects	...	...	—	2,528,000	160,000	3,850,000	—
Completed Projects	...	...	56,769,300	23,096,400	15,528,500	—	—
<b>SPORT SINGAPORE PROGRAMME</b>							
Development of Project Morpho	18,533,500	384,000	—	4,060,000	2,606,000	6,126,900	—
Development of Inclusive Gym Equipment at 19 ActiveSG Sports Centres	3,843,800	—	—	2,225,400	1,020,000	984,800	—

Project Title	Total Project Cost	Actual Expenditure					Estimated FY2026	
		Up to End of		Actual FY2024	Estimated FY2025	Revised FY2025		
		FY2023	\$					
Singapore Sports School's Network Infrastructure Replacement and Maintenance Project	2,410,000	–	\$	–	–	–	1,518,000	
Engagement of Multi-Disciplinary Team for Development of Home of Team Singapore	79,339,000	–	\$	–	–	–	15,867,800	
Engagement of Multi-Disciplinary Team for Development of Indoor Arena	62,509,000	–	\$	–	–	–	12,501,600	
Sports Facilities Master Plan (SFMP) Projects	2,115,281,200	496,025,241	\$	100,272,152	59,394,300	109,307,600	341,466,300	
Computer Vision Drowning Detection System	11,122,700	6,860,295	\$	–	803,500	1,020,000	651,000	
New Projects	...	...	\$	–	67,464,300	3,500,000	22,975,700	
Completed Projects	...	...	\$	170,579,546	148,544,100	146,224,700	–	

## KEY PERFORMANCE INDICATORS

### Desired Outcomes

- A Fulfilled and Engaged People
  - Active participation in the arts
  - Active participation in heritage
  - Active participation in sport
- A Cohesive and Caring Society
  - Active contribution through volunteerism
  - Active contribution through philanthropy
  - Desire to contribute to society
  - Strong understanding and ties among religions
  - Active engagement with community life
- A Confident and Resilient Nation
  - Strong sense of national identity

### Key Performance Indicators

Desired Outcome	Performance Indicator	Actual FY2023	Actual FY2024	Revised FY2025	Estimated FY2026
<b>A Fulfilled and Engaged People</b>					
Active participation in the arts	Singapore residents who attended an arts and culture event (at least once a year) (%) <sup>1,2</sup>	79.0	86.0	80.0	83.0
	Ticketed arts attendances (million) <sup>1</sup>	2.3 <sup>3</sup>	2.9	2.6	2.8
Active participation in heritage	Total museum visitorship (million) <sup>1</sup>	5.0	5.8	5.1	5.3
Active participation in sport	Population who participated in sports regularly (at least once a week) (%) <sup>4</sup>	71.0	76.0	76.0	76.0
	Annual attendance at Sport Singapore and dual-use facilities (million) <sup>4</sup>	20.6	20.5	20.8	21.4
<b>A Cohesive and Caring Society</b>					
Active contribution through volunteerism	National volunteerism rate (%) <sup>1,5</sup>	30.0	n.a.	n.a.	n.a.
Active contribution through philanthropy	Tax-deductible donations to Institutions of a Public Character (\$ million) <sup>1,6</sup>	1,183.1	1,389.8	n.a.	n.a.
Desire to contribute to society	Youths who view contributing to society as important life goals (%) <sup>1,7</sup>	n.a.	n.a.	n.a.	84.0
Strong understanding and ties among religions	Religious organisations engaged through Harmony Circles (%) <sup>4</sup>	95.0	95.0	95.0	95.0

<sup>1</sup> Figures for these indicators are reported on a Calendar Year (CY) basis.

<sup>2</sup> Data is reported on a biennial basis, with the last actual data collected in CY2024.

<sup>3</sup> Revised from previous published figure.

<sup>4</sup> The figures have been restated on a Financial Year (FY) basis. They were previously reported on a CY basis.

<sup>5</sup> Based on surveys conducted once every 2 years. Data for CY2025 will be available later in 2026.

<sup>6</sup> Data for CY2025 and CY2026 will be available later in 2026 and 2027 respectively.

<sup>7</sup> Based on surveys conducted once every 3-4 years. The last survey was in 2022 with a result of 84.0%.

Desired Outcome	Performance Indicator	Actual FY2023	Actual FY2024	Revised FY2025	Estimated FY2026
Active engagement with community life	No. of participants attending grassroots activities and courses (million)	13.0	14.0	14.2	13.5
<b>A Confident and Resilient Nation</b>					
Strong sense of national identity	Respondents who indicated "I identify strongly as a Singaporean" (%) <sup>1</sup>	92.0	90.0	91.0	90.0



Head Y

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Public Debt



## HEAD Y

### PUBLIC DEBT

#### OVERVIEW

##### Mission Statement

To fulfil charges on account of the Public Debt authorised by the Significant Infrastructure Government Loan Act (SINGA).

#### FY2026 EXPENDITURE ESTIMATES

##### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
<b>TOTAL OUTLAYS<sup>1</sup></b>		<b>54,975,505,179</b>	<b>217,333,433,900</b>	<b>78,100,318,400</b>	<b>300,941,646,200</b>	<b>222,841,327,800</b>	<b>285.3</b>
<i>MAIN ESTIMATES</i>							
<b>OTHER CONSOLIDATED FUND OUTLAYS</b>		<b>54,975,505,179</b>	<b>217,333,433,900</b>	<b>78,100,318,400</b>	<b>300,941,646,200</b>	<b>222,841,327,800</b>	<b>285.3</b>
4300	Debt Servicing and Related Costs	358,801,779	1,333,433,900	506,380,500	941,646,200	435,265,700	86.0
4400	Principal Repayments <sup>2</sup>	54,616,703,400	216,000,000,000	77,593,937,900	300,000,000,000	222,406,062,100	286.6

<sup>1</sup> Statutory Expenditure.

<sup>2</sup> This refers to the principal repayment of on-demand Singapore Government Securities (Infrastructure) issued under the Monetary Authority of Singapore's (MAS) Enhanced Repo Facility, an arrangement under which Singapore Government Securities are sold to Primary Dealers and repurchased on an overnight basis to support their market-making activities. This repayment has no impact on the Government's fiscal position.

## FY2025 BUDGET

The revised FY2025 total outlays are expected to be \$78.10 billion. This is an increase of \$23.12 billion or 42.1% compared to the actual FY2024 total outlays of \$54.98 billion. The increase is mainly due to the higher expected utilisation of on-demand Singapore Government Securities (Infrastructure) by Primary Dealers under the MAS' Enhanced Repo Facility (ERF) for FY2025.

The ERF is an arrangement under which Singapore Government Securities are sold to Primary Dealers and repurchased on an overnight basis to support their market-making activities. The expected utilisation of on-demand Singapore Government Securities (Infrastructure) has no impact on the Government's fiscal position as it is temporal in nature and will be offset by the proceeds received from the issuance of on-demand Singapore Government Securities (Infrastructure) the day before.

## FY2026 BUDGET

The FY2026 total outlays are projected to be \$300.94 billion. This is an increase of \$222.84 billion or 285.3% compared to the revised FY2025 total outlays of \$78.10 billion. Of the FY2026 total outlays, \$941.65 million or 0.3% is for debt servicing and related costs while \$300.00 billion or 99.7% is for principal repayments.

### *Debt Servicing and Related Costs*

The debt servicing and related costs comprise coupon payment, interest deposits repayment, transfer of loan discount to the Development Fund, and other ancillary loan expenses. The estimated \$941.65 million of outlays in FY2026 is an increase of \$435.27 million or 86.0% compared to revised FY2025 amount of \$506.38 million, mainly due to higher coupon payments and discounts from the planned issuance of Singapore Government Securities (Infrastructure) in FY2026.

### *Principal Repayments*

The repayment of \$300.00 billion of on-demand Singapore Government Securities (Infrastructure) issued under MAS' ERF is an increase of \$222.41 billion or 286.6% compared to the revised FY2025 repayment of \$77.59 billion. This caters for a higher amount of aggregate demand for MAS' ERF to support Primary Dealers' market-making activities in FY2026. The amount of principal repayments has no impact on the Government's fiscal position.

Head Z

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Financial Transfers



## HEAD Z

### FINANCIAL TRANSFERS

#### OVERVIEW

##### Mission Statement

To make appropriations to various Funds, and other approved Schemes and expenditures.

#### FY2026 EXPENDITURE ESTIMATES

##### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised	Revised FY2025
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
	<b>TOTAL OUTLAYS</b>	<b>41,637,322,464</b>	<b>42,623,333,500</b>	<b>42,651,497,300</b>	<b>55,395,577,200</b>	<b>12,744,079,900</b>	<b>29.9</b>
<i>MAIN ESTIMATES</i>							
	<b>OPERATING EXPENDITURE</b>	<b>2,956,970,115</b>	<b>3,778,469,400</b>	<b>3,771,898,700</b>	<b>2,836,175,400</b>	<b>(935,723,300)</b>	<b>(24.8)</b>
	<i>TRANSFERS</i>	2,956,970,115	3,778,469,400	3,771,898,700	2,836,175,400	(935,723,300)	(24.8)
3700	Special Transfers	2,956,970,115	3,778,469,400	3,771,898,700	2,836,175,400	(935,723,300)	(24.8)
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>38,680,352,348</b>	<b>38,844,864,100</b>	<b>38,879,598,600</b>	<b>52,559,401,800</b>	<b>13,679,803,200</b>	<b>35.2</b>
4500	Transfers from Consolidated Revenue Account	38,680,352,348	38,844,864,100	38,879,598,600	52,559,401,800	13,679,803,200	35.2

## **FY2025 BUDGET**

The revised FY2025 total outlays are \$42.65 billion, an increase of \$1.01 billion from the actual FY2024 total outlays of \$41.64 billion. The increase is mainly due to higher transfers to the Government Development Fund, GST Holding Account and Special Transfers to Singaporeans and businesses, partly offset by lower Top-ups to Statutory and Trust Funds.

The revised FY2025 total outlays comprise \$23.37 billion in Special Transfers including Top-ups to Statutory and Trust Funds, \$16.00 billion of transfers to the Government Development Fund, and \$3.28 billion of transfers to the GST Holding Account.

## **FY2026 BUDGET**

The total outlays under Financial Transfers for FY2026 are projected to be \$55.40 billion. This comprises \$21.74 billion of Special Transfers including Top-ups to Statutory and Trust Funds, \$30.00 billion of transfers to the Government Development Fund, and \$3.66 billion of transfers to the GST Holding Account.

Special Transfers, including Top-ups to Statutory and Trust Funds, comprise \$18.90 billion in Top-ups to Statutory and Trust Funds, and \$2.84 billion in transfers to Singaporeans and businesses.

Top-ups to Statutory and Trust Funds are for the Changi Airport Development Fund (\$6.00 billion), National Productivity Fund (\$6.00 billion), National Research Fund (\$5.00 billion), Financial Sector Development Fund (\$1.50 billion) and Long-term Care Support Fund (\$400.00 million).

Special Transfers to Singaporeans and businesses include (i) CPF top-up (\$1.20 billion); (ii) Community Development Council Vouchers (\$700.07 million); (iii) COL Special Payment (\$685.00 million); (iv) CIT Rebate Cash Grant (\$192.10 million); and (v) other Transfers (\$59.01 million).

**IV**

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**ANNEX TO  
THE EXPENDITURE ESTIMATES**



## PROGRAMME DETAILS

### Head A

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Civil List for the President of the Republic of Singapore



## CIVIL LIST PROGRAMME

### PROGRAMME DESCRIPTION

**Civil List for the President of the Republic of Singapore (Statutory Expenditure)** – Provision for the privy purse, entertainment allowance, the Acting President's allowance, salaries of the President's personal staff, household expenses and special services.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025		
		FY2024	FY2025	FY2025	FY2026			
		\$	\$	\$	\$	\$	%	
<b>A-A CIVIL LIST PROGRAMME</b>								
	<b>TOTAL EXPENDITURE</b>	<b>11,683,208</b>	<b>12,235,300</b>	<b>13,500,000</b>	<b>14,794,400</b>	<b>1,294,400</b>	<b>9.6</b>	
<b>MAIN ESTIMATES</b>								
	<b>OPERATING EXPENDITURE<sup>1</sup></b>	<b>11,683,208</b>	<b>12,235,300</b>	<b>13,500,000</b>	<b>14,794,400</b>	<b>1,294,400</b>	<b>9.6</b>	
	<b>RUNNING COSTS</b>	<b>11,683,208</b>	<b>12,235,300</b>	<b>13,500,000</b>	<b>14,794,400</b>	<b>1,294,400</b>	<b>9.6</b>	
	<b>Expenditure on Manpower</b>	<b>8,408,211</b>	<b>8,021,200</b>	<b>8,949,000</b>	<b>9,214,400</b>	<b>265,400</b>	<b>3.0</b>	
1100	Civil List (Manpower)	8,408,211	8,021,200	8,949,000	9,214,400	265,400	3.0	
	<b>Other Operating Expenditure</b>	<b>3,274,998</b>	<b>4,214,100</b>	<b>4,551,000</b>	<b>5,580,000</b>	<b>1,029,000</b>	<b>22.6</b>	
2100	Consumption of Products and Services	–	–	–	3,770,300	3,770,300	n.a.	
2200	Maintenance	–	–	–	1,049,700	1,049,700	n.a.	
2200A	Civil List (Others)	3,274,998	4,214,100	4,551,000	–	(4,551,000)	(100.0)	
2300	Staff Development and Well-Being	–	–	–	287,000	287,000	n.a.	
2400	International and Public Relations, Communications	–	–	–	73,000	73,000	n.a.	
2700	Asset Acquisition	–	–	–	400,000	400,000	n.a.	

### Manpower

Category/Personnel	Actual	Estimated	Revised	Estimated
	FY2024	FY2025	FY2025	FY2026
Civil List	68	75	72	72
<b>TOTAL</b>	<b>68</b>	<b>75</b>	<b>72</b>	<b>72</b>

<sup>1</sup> Statutory Expenditure.



## PROGRAMME DETAILS

Head B

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Attorney-General's Chambers



## LEGAL SERVICES PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the Attorney-General's Chambers. The functions carried out under this programme include (i) legislative drafting, (ii) law reform and revision, (iii) advising the Government on constitutional, civil, criminal, and international law matters, (iv) prosecution, (v) civil litigation, (vi) discharge of statutory duties of the Attorney-General and other duties of a legal nature, as well as (vii) training, knowledge management, strategic planning, information technology, and other administrative support related to the provision of such services. Expenses incurred as a result of legal actions taken by or against the Government are also charged to this programme.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025		
		FY2024	FY2025	FY2025	FY2026			
<b>B-A</b> <b>LEGAL SERVICES PROGRAMME</b>								
	<b>TOTAL EXPENDITURE</b>	<b>249,019,691</b>	<b>287,802,600</b>	<b>287,285,500</b>	<b>311,076,400</b>	<b>23,790,900</b>	<b>8.3</b>	
MAIN ESTIMATES								
	<b>OPERATING EXPENDITURE<sup>1</sup></b>	<b>246,008,375</b>	<b>282,029,500</b>	<b>281,147,600</b>	<b>308,833,700</b>	<b>27,686,100</b>	<b>9.8</b>	
	<b>RUNNING COSTS</b>	<b>245,986,378</b>	<b>282,010,500</b>	<b>281,130,500</b>	<b>308,817,400</b>	<b>27,686,900</b>	<b>9.8</b>	
	<b>Expenditure on Manpower</b>	<b>177,642,407</b>	<b>195,813,100</b>	<b>196,428,100</b>	<b>206,748,500</b>	<b>10,320,400</b>	<b>5.3</b>	
1400	Other Statutory Appointments	8,008,871	7,400,000	8,708,500	7,888,900	(819,600)	(9.4)	
1500	Permanent Staff	169,524,911	188,320,400	187,605,700	198,729,900	11,124,200	5.9	
1600	Temporary, Daily-Rated and Other Staff	108,625	92,700	113,900	129,700	15,800	13.9	
	<b>Other Operating Expenditure</b>	<b>61,222,092</b>	<b>77,537,400</b>	<b>77,150,100</b>	<b>94,003,300</b>	<b>16,853,200</b>	<b>21.8</b>	
2100	Consumption of Products and Services	52,368,064	60,347,400	66,365,700	70,159,200	3,793,500	5.7	
2200	Maintenance	—	—	—	19,608,900	19,608,900	n.a.	
2300	Staff Development and Well-Being	—	—	—	3,607,500	3,607,500	n.a.	
2300A	Manpower Development	4,961,958	8,657,600	4,696,100	—	(4,696,100)	(100.0)	
2400	International and Public Relations, Communications	2,817,693	7,169,100	5,461,200	394,300	(5,066,900)	(92.8)	
2700	Asset Acquisition	403,083	347,300	392,500	144,500	(248,000)	(63.2)	
2800	Miscellaneous	671,295	1,016,000	234,600	88,900	(145,700)	(62.1)	
	<b>Grants, Transfers and Capital Injections</b>	<b>7,121,879</b>	<b>8,660,000</b>	<b>7,552,300</b>	<b>8,065,600</b>	<b>513,300</b>	<b>6.8</b>	
3200	Grants and Capital Injections to Educational Institutions	7,121,879	8,660,000	7,552,300	8,065,600	513,300	6.8	
	<b>TRANSFERS</b>	<b>21,997</b>	<b>19,000</b>	<b>17,100</b>	<b>16,300</b>	<b>(800)</b>	<b>(4.7)</b>	
3800	International Organisations and Overseas Development Assistance	21,997	19,000	17,100	16,300	(800)	(4.7)	

<sup>1</sup> Estimated FY2026 includes \$2,236,500 Statutory Expenditure (\$2,200,000 Expenditure on Manpower and \$36,500 Other Operating Expenditure).

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>1,769,699</b>	<b>2,675,100</b>	<b>2,675,100</b>	<b>100,000</b>	<b>(2,575,100)</b>	<b>(96.3)</b>
4600	Loans and Advances (Disbursement)	1,769,699	2,675,100	2,675,100	100,000	(2,575,100)	(96.3)
	DEVELOPMENT ESTIMATES						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>3,011,316</b>	<b>5,773,100</b>	<b>6,137,900</b>	<b>2,242,700</b>	<b>(3,895,200)</b>	<b>(63.5)</b>
5100	Government Development	3,011,316	5,773,100	6,137,900	2,242,700	(3,895,200)	(63.5)

## Manpower

Category/Personnel	Actual	Estimated	Revised	Estimated
	FY2024	FY2025	FY2025	FY2026
Other Statutory Appointments	4	5	4	4
Permanent Staff	631	715	648	694
<b>TOTAL</b>	<b>635</b>	<b>720</b>	<b>652</b>	<b>698</b>

## PROGRAMME DETAILS

Head C

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Auditor-General's Office



## AUDIT PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the Auditor-General's Office (AGO). The functions carried out under this programme include the audit of Government Ministries and Departments, Organs of State, Statutory Boards and other public authorities, and the administration of AGO including support services such as financial and personnel administration.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025		
		FY2024	FY2025	FY2025	FY2026			
		\$	\$	\$	\$	\$	%	
<b>C-A AUDIT PROGRAMME</b>								
	<b>TOTAL EXPENDITURE</b>	<b>43,658,958</b>	<b>46,445,300</b>	<b>46,440,600</b>	<b>49,313,400</b>	<b>2,872,800</b>	<b>6.2</b>	
<b>MAIN ESTIMATES</b>								
	<b>OPERATING EXPENDITURE<sup>1</sup></b>	<b>43,165,425</b>	<b>46,240,300</b>	<b>46,235,600</b>	<b>48,437,400</b>	<b>2,201,800</b>	<b>4.8</b>	
	<i>RUNNING COSTS</i>	43,155,543	46,230,300	46,225,600	48,427,400	2,201,800	4.8	
	<b>Expenditure on Manpower</b>	<b>34,072,083</b>	<b>35,984,300</b>	<b>36,163,300</b>	<b>37,768,500</b>	<b>1,605,200</b>	<b>4.4</b>	
1400	Other Statutory Appointments	1,151,339	1,083,200	1,165,000	1,071,600	(93,400)	(8.0)	
1500	Permanent Staff	32,910,085	34,859,100	34,969,500	36,640,600	1,671,100	4.8	
1600	Temporary, Daily-Rated and Other Staff	10,658	42,000	28,800	56,300	27,500	95.5	
	<b>Other Operating Expenditure</b>	<b>9,083,460</b>	<b>10,246,000</b>	<b>10,062,300</b>	<b>10,658,900</b>	<b>596,600</b>	<b>5.9</b>	
2100	Consumption of Products and Services	7,808,685	8,458,700	7,912,100	8,140,100	228,000	2.9	
2200	Maintenance	–	–	–	1,291,900	1,291,900	n.a.	
2300	Staff Development and Well-Being	–	–	–	1,112,900	1,112,900	n.a.	
2300A	Manpower Development	1,082,187	1,192,000	1,222,200	–	(1,222,200)	(100.0)	
2400	International and Public Relations, Communications	130,041	593,300	584,300	30,000	(554,300)	(94.9)	
2700	Asset Acquisition	62,547	2,000	343,700	84,000	(259,700)	(75.6)	
	<b>TRANSFERS</b>	<b>9,883</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	–	–	
3800	International Organisations and Overseas Development Assistance	9,883	10,000	10,000	10,000	–	–	
<b>DEVELOPMENT ESTIMATES</b>								
	<b>DEVELOPMENT EXPENDITURE</b>	<b>493,533</b>	<b>205,000</b>	<b>205,000</b>	<b>876,000</b>	<b>671,000</b>	<b>327.3</b>	
5100	Government Development	493,533	205,000	205,000	876,000	671,000	327.3	

<sup>1</sup> Estimated FY2026 includes \$158,300 Statutory Expenditure (Expenditure on Manpower).

## Manpower

Category/Personnel	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
Other Statutory Appointments	1	1	1	1
Permanent Staff	198	211	194	211
<b>TOTAL</b>	<b>199</b>	<b>212</b>	<b>195</b>	<b>212</b>

## PROGRAMME DETAILS

Head D

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Cabinet Office



## ADMINISTRATION PROGRAMME

### PROGRAMME DESCRIPTION

**General Administration** – The administration of the Cabinet Office includes secretariat support to the Cabinet and other support services such as financial and personnel administration.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
<b>D-A ADMINISTRATION PROGRAMME</b>							
	<b>TOTAL EXPENDITURE</b>	<b>877,528</b>	<b>1,100,000</b>	<b>1,004,900</b>	<b>1,200,000</b>	<b>195,100</b>	<b>19.4</b>
<b>MAIN ESTIMATES</b>							
	<b>OPERATING EXPENDITURE</b>	<b>877,528</b>	<b>1,100,000</b>	<b>1,004,900</b>	<b>1,200,000</b>	<b>195,100</b>	<b>19.4</b>
	<i>RUNNING COSTS</i>	877,528	1,100,000	1,004,900	1,200,000	195,100	19.4
	<i>Expenditure on Manpower</i>	<b>663,769</b>	<b>700,000</b>	<b>760,000</b>	<b>828,000</b>	<b>68,000</b>	<b>8.9</b>
1500	Permanent Staff	663,769	700,000	760,000	828,000	68,000	8.9
	<i>Other Operating Expenditure</i>	<b>213,759</b>	<b>400,000</b>	<b>244,900</b>	<b>372,000</b>	<b>127,100</b>	<b>51.9</b>
2100	Consumption of Products and Services	207,545	380,000	212,900	95,000	(117,900)	(55.4)
2200	Maintenance	–	–	–	245,000	245,000	n.a.
2300	Staff Development and Well-Being	–	–	–	32,000	32,000	n.a.
2300A	Manpower Development	6,214	20,000	32,000	–	(32,000)	(100.0)

### Manpower

Category/Personnel	Actual	Estimated	Revised	Estimated
	FY2024	FY2025	FY2025	FY2026
Permanent Staff	7	12	7	12
<b>TOTAL</b>	<b>7</b>	<b>12</b>	<b>7</b>	<b>12</b>



## PROGRAMME DETAILS

Head E

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Judicature



## JUDICATURE PROGRAMME

### PROGRAMME DESCRIPTION

This programme comprises the following Courts:

**Supreme Court** – The functions of the Supreme Court include the exercise of original civil and criminal jurisdiction in important cases; exercise of appellate, revisionary and supervisory jurisdiction over subordinate courts in civil and criminal matters; serving as the highest court of appeal in Singapore; adjudication upon constitutional disputes between other organs of state and serving as the administrative headquarters for the entire Judiciary.

**State Courts** – The State Courts are constituted under the State Courts Act and exercise civil and criminal jurisdiction as may be prescribed by law. There are several tribunals set up within the State Courts, namely the Small Claims Tribunals constituted under the Small Claims Tribunals Act to conduct consultation and hearing of prescribed claims, the Community Disputes Resolution Tribunals constituted under the Community Disputes Resolution Act to facilitate resolution of community disputes, and the Employment Claims Tribunals constituted under the Employment Claims Act to conduct case management conferences and hearings for parties to resolve salary disputes.

**Family Justice Courts** – The Family Justice Courts are constituted under the Family Justice Act and exercise the civil and criminal jurisdiction in family-related cases as may be prescribed by law.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025		
		FY2024	FY2025	FY2025	FY2026			
		\$	\$	\$	\$	\$	%	
<b>E-A JUDICATURE PROGRAMME</b>								
	<b>TOTAL EXPENDITURE</b>	<b>426,208,630</b>	<b>400,387,900</b>	<b>415,530,800</b>	<b>439,200,200</b>	<b>23,669,400</b>	<b>5.7</b>	
MAIN ESTIMATES								
	<b>OPERATING EXPENDITURE<sup>1</sup></b>	<b>373,207,851</b>	<b>385,473,100</b>	<b>402,835,800</b>	<b>426,866,400</b>	<b>24,030,600</b>	<b>6.0</b>	
	<i>RUNNING COSTS</i>	373,207,851	385,473,100	402,835,800	426,866,400	24,030,600	6.0	
	<i>Expenditure on Manpower</i>	<b>261,081,555</b>	<b>265,838,500</b>	<b>276,869,000</b>	<b>292,837,300</b>	<b>15,968,300</b>	<b>5.8</b>	
1400	Other Statutory Appointments	59,633,144	51,888,900	62,820,000	54,940,600	(7,879,400)	(12.5)	
1500	Permanent Staff	201,375,191	213,829,200	214,029,000	237,726,700	23,697,700	11.1	
1600	Temporary, Daily-Rated and Other Staff	73,220	120,400	20,000	170,000	150,000	750.0	
	<i>Other Operating Expenditure</i>	<b>112,126,296</b>	<b>119,634,600</b>	<b>125,966,800</b>	<b>134,029,100</b>	<b>8,062,300</b>	<b>6.4</b>	
2100	Consumption of Products and Services	105,474,795	111,015,600	117,735,800	96,197,100	(21,538,700)	(18.3)	
2200	Maintenance	–	–	–	28,739,500	28,739,500	n.a.	
2300	Staff Development and Well-Being	–	–	–	5,622,600	5,622,600	n.a.	
2300A	Manpower Development	3,033,048	4,538,800	4,544,700	–	(4,544,700)	(100.0)	

<sup>1</sup> Estimated FY2026 includes \$11,221,700 Statutory Expenditure (Expenditure on Manpower).

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
2400	International and Public Relations, Communications	3,008,395	3,057,500	2,988,300	293,000	(2,695,300)	(90.2)
2700	Asset Acquisition	606,633	1,022,700	698,000	3,176,900	2,478,900	355.1
2800	Miscellaneous	3,425	—	—	—	—	n.a.
DEVELOPMENT ESTIMATES							
	<b>DEVELOPMENT EXPENDITURE</b>	<b>53,000,778</b>	<b>14,914,800</b>	<b>12,695,000</b>	<b>12,333,800</b>	<b>(361,200)</b>	<b>(2.8)</b>
5100	Government Development	53,000,778	14,914,800	12,695,000	12,333,800	(361,200)	(2.8)
<b>Manpower</b>							
Category/Personnel		Actual	Estimated	Revised	Estimated		
		FY2024	FY2025	FY2025	FY2026		
Other Statutory Appointments		29	30	31	32		
Permanent Staff		1,050	1,156	1,118	1,154		
<b>TOTAL</b>		<b>1,079</b>	<b>1,186</b>	<b>1,149</b>	<b>1,186</b>		

## PROGRAMME DETAILS

Head F

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Parliament



## PARLIAMENTARY PROGRAMME

### PROGRAMME DESCRIPTION

**Speaker and Deputy Speakers of Parliament (Statutory Expenditure)** – Provision for the salary and allowances of the Speaker and allowances of the Deputy Speakers, and their respective CPF contributions.

**Members of Parliament** – Provision for the allowances and CPF contributions of Members of Parliament and their Legislative Assistants and Secretarial Assistants, and for the overseas travel expenses of Members of Parliament.

**General Administration** – Provision for the administration and management of Parliament House and the Singapore Parliamentary Society including supporting services such as financial and personnel administration, publication of debates, simultaneous interpretation of Chamber proceedings, IT applications, estate and security management of the House precincts, parliamentary education and visit programmes, and library services. Provision of secretarial and other administrative support services for the Presidential Council for Minority Rights.

**Inter-Parliamentary Relations** – Participation by the Singapore Parliament and the Singapore Parliamentary Society in the activities of parliamentary associations and exchanges, including membership of, and participation in: the Inter-Parliamentary Union, Commonwealth Parliamentary Association, Association of South East Asian Nations (ASEAN) Inter-Parliamentary Assembly, Asia Pacific parliamentary conferences, and parliamentary friendship groups.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025		
		FY2024	FY2025	FY2025	FY2026			
		\$	\$	\$	\$	\$	%	
<b>F-A PARLIAMENTARY PROGRAMME</b>								
	<b>TOTAL EXPENDITURE</b>	<b>48,605,945</b>	<b>62,314,000</b>	<b>59,313,600</b>	<b>64,317,800</b>	<b>5,004,200</b>	<b>8.4</b>	
<b>MAIN ESTIMATES</b>								
	<b>OPERATING EXPENDITURE<sup>1</sup></b>	<b>47,651,187</b>	<b>48,568,000</b>	<b>47,650,800</b>	<b>51,525,100</b>	<b>3,874,300</b>	<b>8.1</b>	
	<b>RUNNING COSTS</b>	<b>47,345,038</b>	<b>48,222,500</b>	<b>47,307,300</b>	<b>51,140,600</b>	<b>3,833,300</b>	<b>8.1</b>	
	<b>Expenditure on Manpower</b>	<b>28,604,430</b>	<b>29,875,900</b>	<b>29,948,100</b>	<b>32,530,900</b>	<b>2,582,800</b>	<b>8.6</b>	
1300	Parliamentary Appointments	21,853,213	22,827,500	22,809,900	24,114,500	1,304,600	5.7	
1500	Permanent Staff	6,744,278	7,030,800	7,112,800	8,390,000	1,277,200	18.0	
1600	Temporary, Daily-Rated and Other Staff	6,939	17,600	25,400	26,400	1,000	3.9	
	<b>Other Operating Expenditure</b>	<b>18,740,608</b>	<b>18,346,600</b>	<b>17,359,200</b>	<b>18,609,700</b>	<b>1,250,500</b>	<b>7.2</b>	
2100	Consumption of Products and Services	16,747,774	17,130,000	16,547,300	12,909,400	(3,637,900)	(22.0)	
2200	Maintenance	–	–	–	4,872,400	4,872,400	n.a.	
2300	Staff Development and Well-Being	–	–	–	160,900	160,900	n.a.	
2300A	Manpower Development	155,956	183,400	150,500	–	(150,500)	(100.0)	
2400	International and Public Relations, Communications	89,605	543,300	303,600	50,400	(253,200)	(83.4)	

<sup>1</sup> Estimated FY2026 includes \$785,200 Statutory Expenditure (Expenditure on Manpower).

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
2700	Asset Acquisition	1,746,148	478,700	346,600	602,900	256,300	73.9
2800	Miscellaneous	1,125	11,200	11,200	13,700	2,500	22.3
	TRANSFERS	306,149	345,500	343,500	384,500	41,000	11.9
3600	Transfers to Institutions and Organisations	77,112	120,000	120,000	150,000	30,000	25.0
3800	International Organisations and Overseas Development Assistance	229,037	225,500	223,500	234,500	11,000	4.9
	DEVELOPMENT ESTIMATES						
	DEVELOPMENT EXPENDITURE	<b>954,757</b>	<b>13,746,000</b>	<b>11,662,800</b>	<b>12,792,700</b>	<b>1,129,900</b>	<b>9.7</b>
5100	Government Development	954,757	13,746,000	11,662,800	12,792,700	1,129,900	9.7

## Manpower

Category/Personnel	Actual	Estimated	Revised	Estimated
	FY2024	FY2025	FY2025	FY2026
Parliamentary Appointments	3	3	3	3
Permanent Staff	58	62	57	62
<b>TOTAL</b>	<b>61</b>	<b>65</b>	<b>60</b>	<b>65</b>

## PROGRAMME DETAILS

Head G

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Presidential Councils



## PRESIDENTIAL COUNCIL FOR MINORITY RIGHTS PROGRAMME

### PROGRAMME DESCRIPTION

**Presidential Council for Minority Rights** – Provision for honorarium payments to the Chairman and Council Members.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	%
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
<b>G-A</b>	<b>PRESIDENTIAL COUNCIL FOR MINORITY RIGHTS PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>199,688</b>	<b>240,000</b>	<b>220,000</b>	<b>240,000</b>	<b>20,000</b>	<b>9.1</b>
	<b>MAIN ESTIMATES</b>						
	<b>OPERATING EXPENDITURE</b>	<b>199,688</b>	<b>240,000</b>	<b>220,000</b>	<b>240,000</b>	<b>20,000</b>	<b>9.1</b>
	<b>RUNNING COSTS</b>	<b>199,688</b>	<b>240,000</b>	<b>220,000</b>	<b>240,000</b>	<b>20,000</b>	<b>9.1</b>
	<b>Expenditure on Manpower</b>	<b>199,688</b>	<b>240,000</b>	<b>220,000</b>	<b>240,000</b>	<b>20,000</b>	<b>9.1</b>
1600	Temporary, Daily-Rated and Other Staff	199,688	240,000	220,000	240,000	20,000	9.1

## COUNCIL OF PRESIDENTIAL ADVISERS PROGRAMME

### PROGRAMME DESCRIPTION

**Council of Presidential Advisers** – Provision for honorarium payments, secretarial and other administrative support services for the Council of Presidential Advisers.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	%
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
<b>G-B</b>	<b>COUNCIL OF PRESIDENTIAL ADVISERS PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>908,419</b>	<b>1,309,000</b>	<b>998,400</b>	<b>1,360,600</b>	<b>362,200</b>	<b>36.3</b>
	<b>MAIN ESTIMATES</b>						
	<b>OPERATING EXPENDITURE</b>	<b>908,419</b>	<b>1,309,000</b>	<b>998,400</b>	<b>1,360,600</b>	<b>362,200</b>	<b>36.3</b>
	<b>RUNNING COSTS</b>	<b>908,419</b>	<b>1,309,000</b>	<b>998,400</b>	<b>1,360,600</b>	<b>362,200</b>	<b>36.3</b>
	<b>Expenditure on Manpower</b>	<b>469,921</b>	<b>492,000</b>	<b>492,000</b>	<b>500,500</b>	<b>8,500</b>	<b>1.7</b>
1500	Permanent Staff	469,921	492,000	492,000	500,500	8,500	1.7
	<b>Other Operating Expenditure</b>	<b>438,497</b>	<b>817,000</b>	<b>506,400</b>	<b>860,100</b>	<b>353,700</b>	<b>69.8</b>
2100	Consumption of Products and Services	429,971	800,500	489,900	845,500	355,600	72.6
2300	Staff Development and Well-Being	–	–	–	5,600	5,600	n.a.
2300A	Manpower Development	2,078	7,500	7,500	–	(7,500)	(100.0)
2400	International and Public Relations, Communications	6,448	9,000	9,000	9,000	–	–

### Manpower

Category/Personnel	Actual	Estimated	Revised	Estimated
	FY2024	FY2025	FY2025	FY2026
Permanent Staff	5	6	2	2
<b>TOTAL</b>	<b>5</b>	<b>6</b>	<b>2</b>	<b>2</b>

## PRESIDENTIAL COUNCIL FOR RELIGIOUS HARMONY PROGRAMME

### PROGRAMME DESCRIPTION

**Presidential Council for Religious Harmony** – Provision for honorarium payments to the Chairman and Council Members.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
<b>G-C</b>	<b>PRESIDENTIAL COUNCIL FOR RELIGIOUS HARMONY PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>123,750</b>	<b>123,800</b>	<b>123,800</b>	<b>123,800</b>	<b>–</b>	<b>–</b>
	<b>MAIN ESTIMATES</b>						
	<b>OPERATING EXPENDITURE</b>	<b>123,750</b>	<b>123,800</b>	<b>123,800</b>	<b>123,800</b>	<b>–</b>	<b>–</b>
	<b>RUNNING COSTS</b>	<b>123,750</b>	<b>123,800</b>	<b>123,800</b>	<b>123,800</b>	<b>–</b>	<b>–</b>
	<b>Expenditure on Manpower</b>	<b>123,750</b>	<b>123,800</b>	<b>123,800</b>	<b>123,800</b>	<b>–</b>	<b>–</b>
1600	Temporary, Daily-Rated and Other Staff	123,750	123,800	123,800	123,800	–	–



## PROGRAMME DETAILS

Head H

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Public Service Commission



## PUBLIC SERVICE COMMISSION PROGRAMME

### PROGRAMME DESCRIPTION

**Public Service Commission (Statutory Expenditure)** – Provision for the salaries, CPF contributions, retainer fees, and sessional fees for the Chairman, Deputy Chairman, and Members of the Public Service Commission.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	%
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
H-A	PUBLIC SERVICE COMMISSION PROGRAMME						
	<b>TOTAL EXPENDITURE</b>	<b>1,687,121</b>	<b>1,760,800</b>	<b>1,708,700</b>	<b>1,752,200</b>	<b>43,500</b>	<b>2.5</b>
	MAIN ESTIMATES						
	<b>OPERATING EXPENDITURE<sup>1</sup></b>	<b>1,687,121</b>	<b>1,760,800</b>	<b>1,708,700</b>	<b>1,752,200</b>	<b>43,500</b>	<b>2.5</b>
	<b>RUNNING COSTS</b>	<b>1,687,121</b>	<b>1,760,800</b>	<b>1,708,700</b>	<b>1,752,200</b>	<b>43,500</b>	<b>2.5</b>
	<b>Expenditure on Manpower</b>	<b>1,687,121</b>	<b>1,760,800</b>	<b>1,708,700</b>	<b>1,752,200</b>	<b>43,500</b>	<b>2.5</b>
1400	Other Statutory Appointments	1,687,121	1,760,800	1,708,700	1,752,200	43,500	2.5

### Manpower

Category/Personnel	Actual	Estimated	Revised	Estimated
	FY2024	FY2025	FY2025	FY2026
Other Statutory Appointments	11	12	10	12
<b>TOTAL</b>	<b>11</b>	<b>12</b>	<b>10</b>	<b>12</b>

<sup>1</sup> Statutory Expenditure.



## PROGRAMME DETAILS

Head I

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Ministry of Social and Family Development



## CORPORATE SERVICES PROGRAMME

### PROGRAMME DESCRIPTION

This programme involves the provision of central management and administration services, and efforts to support the transformation of MSF as a capable, adaptive and trusted organisation. It includes the corporate functions of Communications and Engagement, Customer Experience, Finance and Facilities, Human Resource, Internal Audit, Information Technology, Legal Services, Strategy, International Relations, Transformation, Research as well as Investigation and Contingency Planning.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025		
		FY2024	FY2025	FY2025	FY2026			
\$								
<b>I-A CORPORATE SERVICES PROGRAMME</b>								
<b>TOTAL EXPENDITURE</b>		<b>551,243,684</b>	<b>631,267,200</b>	<b>577,393,400</b>	<b>742,832,600</b>	<b>165,439,200</b>		
<b>MAIN ESTIMATES</b>								
<b>OPERATING EXPENDITURE</b>		<b>507,541,515</b>	<b>491,581,000</b>	<b>505,521,200</b>	<b>610,116,500</b>	<b>104,595,300</b>		
<i>RUNNING COSTS</i>		210,802,847	214,339,900	263,044,200	341,399,700	78,355,500		
<i>Expenditure on Manpower</i>		<b>93,878,447</b>	<b>63,241,700</b>	<b>122,622,700</b>	<b>134,386,500</b>	<b>11,763,800</b>		
1200	Political Appointments	1,414,914	1,738,200	1,869,800	2,064,000	194,200		
1500	Permanent Staff	92,393,743	61,416,600	120,663,700	132,234,100	11,570,400		
1600	Temporary, Daily-Rated and Other Staff	69,790	86,900	89,200	88,400	(800)		
<i>Other Operating Expenditure</i>		<b>116,894,717</b>	<b>148,008,200</b>	<b>140,421,500</b>	<b>207,013,200</b>	<b>66,591,700</b>		
2100	Consumption of Products and Services	102,521,670	136,307,300	129,154,600	156,067,400	26,912,800		
2200	Maintenance	–	–	–	39,761,200	39,761,200		
2300	Staff Development and Well-Being	–	–	–	4,865,200	4,865,200		
2300A	Manpower Development	4,190,982	4,357,900	4,270,500	–	(4,270,500)		
2400	International and Public Relations, Communications	8,826,084	6,233,800	6,288,500	5,350,300	(938,200)		
2700	Asset Acquisition	1,315,118	1,064,900	669,300	950,200	280,900		
2800	Miscellaneous	40,864	44,300	38,600	18,900	(19,700)		
<b>Grants, Transfers and Capital Injections</b>		<b>29,683</b>	<b>3,090,000</b>	–	–	–		
3200	Grants and Capital Injections to Educational Institutions	29,683	–	–	–	n.a.		
3400	Grants and Capital Injections to Others	–	3,090,000	–	–	n.a.		
<b>TRANSFERS</b>		<b>296,738,667</b>	<b>277,241,100</b>	<b>242,477,000</b>	<b>268,716,800</b>	<b>26,239,800</b>		
3500	Social Transfers to Individuals	2,340,354	2,806,200	1,846,700	1,659,700	(187,000)		
3600	Transfers to Institutions and Organisations	294,398,313	274,434,900	240,630,300	267,057,100	26,426,800		
<b>OTHER CONSOLIDATED FUND OUTLAYS</b>		<b>3,828,377</b>	<b>3,238,200</b>	<b>5,313,900</b>	<b>10,571,000</b>	<b>5,257,100</b>		
4600	Loans and Advances (Disbursement)	3,828,377	3,238,200	5,313,900	10,571,000	5,257,100		
						98.9		

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025		
		FY2024	FY2025	FY2025	FY2026			
		\$	\$	\$	\$	\$	%	
DEVELOPMENT ESTIMATES								
	<b>DEVELOPMENT EXPENDITURE</b>	<b>43,702,170</b>	<b>139,686,200</b>	<b>71,872,200</b>	<b>132,716,100</b>	<b>60,843,900</b>	<b>84.7</b>	
5100	Government Development	42,655,757	68,354,600	71,329,200	132,127,000	60,797,800	85.2	
5200	Grants and Capital Injections to Organisations	1,046,413	71,331,600	543,000	589,100	46,100	8.5	

## Manpower

Category/Personnel	Actual	Estimated	Revised	Estimated
	FY2024	FY2025	FY2025	FY2026
Political Appointments	4	4	4	5
Permanent Staff	442	466	501	540
<b>TOTAL</b>	<b>446</b>	<b>470</b>	<b>505</b>	<b>545</b>

## FAMILY AND CHILD DEVELOPMENT PROGRAMME

### PROGRAMME DESCRIPTION

This programme seeks to (i) build strong and resilient families including families with PwDs, and support them through life's journey, (ii) support Singaporeans in achieving their marriage and parenthood aspirations, and give every child a good start, and (iii) empower women to pursue their aspirations freely and to the fullest, in equal partnership with men in the family, workplace, and society.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
I-G	<b>FAMILY AND CHILD DEVELOPMENT PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>3,534,913,348</b>	<b>4,179,083,900</b>	<b>4,255,978,300</b>	<b>4,651,885,200</b>	<b>395,906,900</b>	<b>9.3</b>
	<b>MAIN ESTIMATES</b>						
	<b>OPERATING EXPENDITURE</b>	<b>3,478,106,596</b>	<b>4,119,956,100</b>	<b>4,124,019,300</b>	<b>4,534,664,100</b>	<b>410,644,800</b>	<b>10.0</b>
	<i>RUNNING COSTS</i>	187,429,402	271,338,500	282,317,000	288,577,600	6,260,600	2.2
	<i>Expenditure on Manpower</i>	71,750,155	87,412,100	73,431,700	74,923,900	1,492,200	2.0
1500	Permanent Staff	71,516,446	87,164,900	73,130,700	74,645,500	1,514,800	2.1
1600	Temporary, Daily-Rated and Other Staff	233,709	247,200	301,000	278,400	(22,600)	(7.5)
	<i>Other Operating Expenditure</i>	86,782,427	95,740,600	100,471,600	102,323,700	1,852,100	1.8
2100	Consumption of Products and Services	83,120,461	91,261,600	94,008,800	98,971,700	4,962,900	5.3
2200	Maintenance	–	–	–	7,000	7,000	n.a.
2300	Staff Development and Well-Being	–	–	–	957,700	957,700	n.a.
2300A	Manpower Development	600,308	708,800	792,100	–	(792,100)	(100.0)
2400	International and Public Relations, Communications	2,935,942	3,694,200	5,524,400	2,354,600	(3,169,800)	(57.4)
2700	Asset Acquisition	119,717	76,000	55,000	32,700	(22,300)	(40.5)
2800	Miscellaneous	5,999	–	91,300	–	(91,300)	(100.0)
	<b>Grants, Transfers and Capital Injections</b>	<b>28,896,819</b>	<b>88,185,800</b>	<b>108,413,700</b>	<b>111,330,000</b>	<b>2,916,300</b>	<b>2.7</b>
3100	Grants and Capital Injections to Statutory Boards	–	–	–	2,007,000	2,007,000	n.a.
3400	Grants and Capital Injections to Others	28,896,819	88,185,800	108,413,700	109,323,000	909,300	0.8
	<b>TRANSFERS</b>	<b>3,290,677,194</b>	<b>3,848,617,600</b>	<b>3,841,702,300</b>	<b>4,246,086,500</b>	<b>404,384,200</b>	<b>10.5</b>
3500	Social Transfers to Individuals	1,744,041,508	2,129,608,200	2,102,097,700	2,173,017,800	70,920,100	3.4
3600	Transfers to Institutions and Organisations	1,546,635,686	1,719,009,400	1,739,604,600	2,073,068,700	333,464,100	19.2
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>73,149</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>n.a.</b>
4600	Loans and Advances (Disbursement)	73,149	–	–	–	–	n.a.

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025		
		FY2024	FY2025	FY2025	FY2026			
		\$	\$	\$	\$	\$	%	
DEVELOPMENT ESTIMATES								
	<b>DEVELOPMENT EXPENDITURE</b>	<b>56,806,753</b>	<b>59,127,800</b>	<b>131,959,000</b>	<b>117,221,100</b>	<b>(14,737,900)</b>	<b>(11.2)</b>	
5100	Government Development	9,114,159	11,856,900	11,525,400	859,500	(10,665,900)	(92.5)	
5200	Grants and Capital Injections to Organisations	47,692,594	47,270,900	120,433,600	116,361,600	(4,072,000)	(3.4)	

## Manpower

Category/Personnel	Actual	Estimated	Revised	Estimated
	FY2024	FY2025	FY2025	FY2026
Permanent Staff	594	637	607	629
<b>TOTAL</b>	<b>594</b>	<b>637</b>	<b>607</b>	<b>629</b>

## SOCIAL SUPPORT, REHABILITATION AND PROTECTION PROGRAMME

### PROGRAMME DESCRIPTION

This programme seeks to enable (i) lower-income families to achieve stability, self-reliance and social mobility and (ii) families experiencing domestic violence, vulnerable individuals, youth offenders and youth-at-risk of offending to achieve stability and social mobility.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	FY2025			
		FY2024	FY2025	FY2025	FY2026					
<b>I-H SOCIAL SUPPORT, REHABILITATION AND PROTECTION PROGRAMME</b>										
<b>TOTAL EXPENDITURE</b>		<b>332,618,951</b>	<b>438,794,000</b>	<b>395,426,600</b>	<b>395,152,400</b>	<b>(274,200)</b>	<b>0.0</b>			
MAIN ESTIMATES										
<b>OPERATING EXPENDITURE</b>		<b>320,573,124</b>	<b>428,430,600</b>	<b>358,853,600</b>	<b>385,330,300</b>	<b>26,476,700</b>	<b>7.4</b>			
<i>RUNNING COSTS</i>		246,117,760	289,628,300	260,271,800	295,746,300	35,474,500	13.6			
<i>Expenditure on Manpower</i>		<b>183,300,286</b>	<b>223,075,600</b>	<b>188,822,000</b>	<b>204,107,100</b>	<b>15,285,100</b>	<b>8.1</b>			
1500	Permanent Staff	182,742,204	222,498,000	188,335,700	203,607,600	15,271,900	8.1			
1600	Temporary, Daily-Rated and Other Staff	558,083	577,600	486,300	499,500	13,200	2.7			
<i>Other Operating Expenditure</i>		<b>60,961,904</b>	<b>65,466,700</b>	<b>70,451,900</b>	<b>79,314,300</b>	<b>8,862,400</b>	<b>12.6</b>			
2100	Consumption of Products and Services	56,323,256	59,502,300	65,691,300	73,861,300	8,170,000	12.4			
2200	Maintenance	—	—	—	904,200	904,200	n.a.			
2300	Staff Development and Well-Being	—	—	—	2,952,500	2,952,500	n.a.			
2300A	Manpower Development	2,911,366	3,521,600	3,291,100	—	(3,291,100)	(100.0)			
2400	International and Public Relations, Communications	1,390,899	2,225,600	1,190,800	1,440,800	250,000	21.0			
2700	Asset Acquisition	282,499	202,800	263,700	141,100	(122,600)	(46.5)			
2800	Miscellaneous	53,884	14,400	15,000	14,400	(600)	(4.0)			
<b>Grants, Transfers and Capital Injections</b>		<b>1,855,570</b>	<b>1,086,000</b>	<b>997,900</b>	<b>12,324,900</b>	<b>11,327,000</b>	<b>n.a.</b>			
3100	Grants and Capital Injections to Statutory Boards	1,855,570	1,086,000	997,900	745,400	(252,500)	(25.3)			
3400	Grants and Capital Injections to Others	—	—	—	11,579,500	11,579,500	n.a.			
<b>TRANSFERS</b>		<b>74,455,364</b>	<b>138,802,300</b>	<b>98,581,800</b>	<b>89,584,000</b>	<b>(8,997,800)</b>	<b>(9.1)</b>			
3500	Social Transfers to Individuals	63,610,193	123,375,600	80,826,700	71,752,500	(9,074,200)	(11.2)			
3600	Transfers to Institutions and Organisations	10,845,171	15,426,700	17,755,100	17,831,500	76,400	0.4			
DEVELOPMENT ESTIMATES										
<b>DEVELOPMENT EXPENDITURE</b>		<b>12,045,827</b>	<b>10,363,400</b>	<b>36,573,000</b>	<b>9,822,100</b>	<b>(26,750,900)</b>	<b>(73.1)</b>			
5100	Government Development	12,045,827	10,363,400	11,057,900	3,672,100	(7,385,800)	(66.8)			
5200	Grants and Capital Injections to Organisations	—	—	25,515,100	6,150,000	(19,365,100)	(75.9)			

**Manpower**

Category/Personnel	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
Permanent Staff	1,698	1,702	1,746	1,782
<b>TOTAL</b>	<b>1,698</b>	<b>1,702</b>	<b>1,746</b>	<b>1,782</b>

## SECTOR PARTNERSHIP AND DEVELOPMENT PROGRAMME

### PROGRAMME DESCRIPTION

This programme seeks to build a strong social service sector and a caring community by ensuring well-planned and sustainable services, a professional and engaged workforce, future-ready Social Service Agencies (SSAs) that deliver effective social services, and a well-resourced sector with active and sustainable contributions from the community.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
I	<b>SECTOR PARTNERSHIP AND DEVELOPMENT PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>115,023,812</b>	<b>219,124,100</b>	<b>242,858,900</b>	<b>281,847,900</b>	<b>38,989,000</b>	<b>16.1</b>
	<b>MAIN ESTIMATES</b>						
	<b>OPERATING EXPENDITURE</b>	<b>115,023,812</b>	<b>219,124,100</b>	<b>242,858,900</b>	<b>281,847,900</b>	<b>38,989,000</b>	<b>16.1</b>
	<i>RUNNING COSTS</i>	82,721,606	93,712,600	116,607,800	75,430,800	(41,177,000)	(35.3)
	<i>Expenditure on Manpower</i>	<b>9,069,734</b>	<b>10,973,700</b>	<b>12,691,000</b>	<b>14,203,100</b>	<b>1,512,100</b>	<b>11.9</b>
1500	Permanent Staff	9,040,317	10,941,900	12,642,500	14,159,900	1,517,400	12.0
1600	Temporary, Daily-Rated and Other Staff	29,417	31,800	48,500	43,200	(5,300)	(10.9)
	<i>Other Operating Expenditure</i>	<b>437,907</b>	<b>1,037,800</b>	<b>1,911,900</b>	<b>2,922,200</b>	<b>1,010,300</b>	<b>52.8</b>
2100	Consumption of Products and Services	398,756	963,800	1,765,300	2,670,000	904,700	51.2
2300	Staff Development and Well-Being	–	–	–	244,600	244,600	n.a.
2300A	Manpower Development	31,450	57,900	120,300	–	(120,300)	(100.0)
2400	International and Public Relations, Communications	4,018	10,600	23,400	7,600	(15,800)	(67.5)
2700	Asset Acquisition	3,682	5,500	2,900	–	(2,900)	(100.0)
	<b>Grants, Transfers and Capital Injections</b>	<b>73,213,965</b>	<b>81,701,100</b>	<b>102,004,900</b>	<b>58,305,500</b>	<b>(43,699,400)</b>	<b>(42.8)</b>
3100	Grants and Capital Injections to Statutory Boards	69,320,265	77,728,400	98,032,200	54,252,700	(43,779,500)	(44.7)
3400	Grants and Capital Injections to Others	3,893,700	3,972,700	3,972,700	4,052,800	80,100	2.0
	<b>TRANSFERS</b>	<b>32,302,206</b>	<b>125,411,500</b>	<b>126,251,100</b>	<b>206,417,100</b>	<b>80,166,000</b>	<b>63.5</b>
3500	Social Transfers to Individuals	240,000	–	–	–	–	n.a.
3600	Transfers to Institutions and Organisations	32,062,206	125,411,500	126,251,100	206,417,100	80,166,000	63.5

**Manpower**

Category/Personnel	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
Permanent Staff	67	67	144	149
<b>TOTAL</b>	<b>67</b>	<b>67</b>	<b>144</b>	<b>149</b>

## PROGRAMME DETAILS

Head J

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Ministry of Defence



## NATIONAL DEFENCE PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the Ministry of Defence. The functions carried out under this programme are:

**General Administration** – The central management and administration of the Ministry including policy direction by Ministerial offices and support services such as planning; financial, personnel and logistical administration; and legal and engineering services.

**Armed Forces** – Provision for the Singapore Armed Forces including full-time national servicemen, Operationally Ready National Servicemen and regular servicemen.

**National Day Celebrations** – Provision for National Day celebrations.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025		
		FY2024	FY2025	FY2025	FY2026			
		\$	\$	\$	\$	\$	\$	%
<b>J-A NATIONAL DEFENCE PROGRAMME</b>								
	<b>TOTAL EXPENDITURE</b>	<b>20,810,134,979</b>	<b>23,440,326,800</b>	<b>23,440,326,800</b>	<b>24,933,880,000</b>	<b>1,493,553,200</b>		<b>6.4</b>
MAIN ESTIMATES								
	<b>OPERATING EXPENDITURE</b>	<b>19,844,750,569</b>	<b>22,076,844,000</b>	<b>22,076,844,000</b>	<b>23,315,060,400</b>	<b>1,238,216,400</b>		<b>5.6</b>
	<i>RUNNING COSTS</i>	19,833,334,582	22,061,590,400	22,063,730,200	23,315,060,400	1,251,330,200		5.7
	<i>Expenditure on Manpower</i>	<b>21,840,823</b>	<b>17,792,400</b>	<b>20,719,600</b>	<b>20,772,400</b>	<b>52,800</b>		<b>0.3</b>
1200	Political Appointments	2,022,995	2,459,400	2,459,400	2,459,400	–		–
1500	Permanent Staff	19,817,827	15,333,000	18,193,000	18,193,000	–		–
1600	Temporary, Daily-Rated and Other Staff	–	–	67,200	120,000	52,800		78.6
	<i>Other Operating Expenditure</i>	<b>19,811,493,759</b>	<b>22,043,798,000</b>	<b>22,043,010,600</b>	<b>23,294,288,000</b>	<b>1,251,277,400</b>		<b>5.7</b>
2100	Consumption of Products and Services	25,366,123	35,417,500	26,693,500	20,803,500	(5,890,000)		(22.1)
2300	Staff Development and Well-Being	–	–	–	155,000	155,000		n.a.
2300A	Manpower Development	83,378	166,000	155,000	–	(155,000)		(100.0)
2400	International and Public Relations, Communications	4,097	20,500	17,200	19,500	2,300		13.4
2800	Miscellaneous	–	2,000,000	2,000,000	2,000,000	–		–
2900	Military Expenditure	19,786,040,161	22,006,194,000	22,014,144,900	23,271,310,000	1,257,165,100		5.7
	<i>TRANSFERS</i>	11,415,987	15,253,600	13,113,800	–	(13,113,800)		(100.0)
3600	Transfers to Institutions and Organisations	11,415,987	15,253,600	13,113,800	–	(13,113,800)		(100.0)
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>7,477,547</b>	<b>22,746,500</b>	<b>22,746,500</b>	<b>28,437,200</b>	<b>5,690,700</b>		<b>25.0</b>
4600	Loans and Advances (Disbursement)	7,477,547	22,746,500	22,746,500	28,437,200	5,690,700		25.0

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
DEVELOPMENT ESTIMATES							
	<b>DEVELOPMENT EXPENDITURE</b>	<b>965,384,410</b>	<b>1,363,482,800</b>	<b>1,363,482,800</b>	<b>1,618,819,600</b>	<b>255,336,800</b>	<b>18.7</b>
5100	Government Development	965,384,410	1,363,482,800	1,363,482,800	1,618,819,600	255,336,800	18.7
	<b>OTHER DEVELOPMENT FUND OUTLAYS</b>	<b>534,999,695</b>	<b>863,000,000</b>	<b>863,000,000</b>	<b>835,900,000</b>	<b>(27,100,000)</b>	<b>(3.1)</b>
5500	Land-Related Expenditure	534,999,695	863,000,000	863,000,000	835,900,000	(27,100,000)	(3.1)

## Manpower

Category/Personnel	Actual	Estimated	Revised	Estimated
	FY2024	FY2025	FY2025	FY2026
Political Appointments	3	3	3	3
Permanent Staff	279	279	70	70
<b>TOTAL</b>	<b>282</b>	<b>282</b>	<b>73</b>	<b>73</b>

## PROGRAMME DETAILS

Head K

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Ministry of Education



## 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 policy and placement of students to schools through placement exercises and ad-hoc requests for school admissions and transfers; administers scholarship schemes such as MOE Pre-U Scholarship, Programme-based Scholarships, Singapore-Industry Scholarship, ASEAN Scholarships and Tuition Grant scheme, as well as helps students integrate; manages MOE HQ's Customer Service Centre which provides an omni-channel platform for handling all public requests to MOE through online and offline channels; and formulates service initiatives and develops service capabilities to improve service delivery across MOE public touch points.

**HR Solutions and Capabilities Division** – Recruits, deploys and manages human resources (HR) operational matters for Education Officers, MOE Kindergarten Educators, Allied Educators and Executive and Administrative Staff; partners with other HQ divisions, schools and unions to address HR matters effectively; drives the use of data and technology to improve the efficiency of HR processes; and promotes organisational excellence and robust risk management in HQ divisions.

**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 through inculcating a stronger innovative culture in MOE staff and leadership; and strengthens organisation development capabilities to support MOE's transformation efforts.

**Finance and Procurement Division** – Formulates and implements funding, fees and financial assistance policies; plans and manages MOE's operating and development budgets; oversees financial operations; administers the Edusave and Post-Secondary Education schemes; develops financial and accounting systems and provides 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 support, advice and training.

**Infrastructure and 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, advances infrastructure sustainability and oversees facilities management in schools and MOE HQ; and develops and operationalises safety, security and emergency preparedness systems for schools and MOE HQ.

**Research and Management Information Division** – Conducts and harnesses research; and provides leadership in data strategy and data governance.

**Planning Division** – Formulates policies and strategies for general education, oversees MOE's strategic planning and drives international cooperation efforts to achieve MOE's mission and vision.

**Communications and Engagement Group (Communications Division, Design Office, Digital Office, Planning Office, Executive Office)** – Proactively manages strategic messaging and promotes effective communication of education policies and programmes to local and international media, the general public and MOE's key stakeholder groups. The division also holds content production, social media management and marketing communications capabilities.

**Communications and Engagement Group (Engagement and Research Division)** – Conceptualises, designs, and coordinates MOE's engagement efforts to build greater trust and confidence in our education system; strengthens stakeholder outreach; builds engagement capability across MOE; and supports 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.

**Digital Excellence and Products Division** – Enables MOE's digital transformation by delivering reliable, high-quality, and impactful digital products and services; and works closely with stakeholders to create better digital experiences for schools, educators, students, parents, and MOE officers through technology.

#### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
<b>K-A ADMINISTRATION PROGRAMME</b>							
	<b>TOTAL EXPENDITURE</b>	<b>577,858,153</b>	<b>666,258,600</b>	<b>599,758,600</b>	<b>751,750,500</b>	<b>151,991,900</b>	<b>25.3</b>
MAIN ESTIMATES							
	<b>OPERATING EXPENDITURE</b>	<b>514,494,164</b>	<b>536,248,400</b>	<b>532,418,700</b>	<b>567,605,800</b>	<b>35,187,100</b>	<b>6.6</b>
	<i>RUNNING COSTS</i>	461,533,530	487,523,900	483,307,000	519,842,900	36,535,900	7.6
	<i>Expenditure on Manpower</i>	<b>202,927,517</b>	<b>214,295,100</b>	<b>209,137,500</b>	<b>233,970,600</b>	<b>24,833,100</b>	<b>11.9</b>
1200	Political Appointments	1,929,748	3,104,500	3,075,800	3,105,900	30,100	1.0
1500	Permanent Staff	200,951,492	210,948,900	205,718,500	230,484,800	24,766,300	12.0
1600	Temporary, Daily-Rated and Other Staff	46,278	241,700	343,200	379,900	36,700	10.7
	<i>Other Operating Expenditure</i>	<b>240,619,671</b>	<b>259,384,800</b>	<b>257,552,700</b>	<b>266,915,100</b>	<b>9,362,400</b>	<b>3.6</b>
2100	Consumption of Products and Services	204,649,098	225,790,100	219,778,000	213,676,800	(6,101,200)	(2.8)
2200	Maintenance	–	–	–	19,306,800	19,306,800	n.a.
2300	Staff Development and Well-Being	–	–	–	28,069,900	28,069,900	n.a.
2300A	Manpower Development	26,578,707	26,895,600	28,296,400	–	(28,296,400)	(100.0)
2400	International and Public Relations, Communications	6,892,777	4,627,100	6,733,200	2,131,500	(4,601,700)	(68.3)
2700	Asset Acquisition	1,028,724	472,000	872,100	1,725,100	853,000	97.8
2800	Miscellaneous	1,470,365	1,600,000	1,873,000	2,005,000	132,000	7.0
	<b>Grants, Transfers and Capital Injections</b>	<b>17,986,342</b>	<b>13,844,000</b>	<b>16,616,800</b>	<b>18,957,200</b>	<b>2,340,400</b>	<b>14.1</b>
3200	Grants and Capital Injections to Educational Institutions	7,940,042	4,893,200	6,416,800	7,957,200	1,540,400	24.0
3400	Grants and Capital Injections to Others	10,046,300	8,950,800	10,200,000	11,000,000	800,000	7.8

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
	<i>TRANSFERS</i>	52,960,634	48,724,500	49,111,700	47,762,900	(1,348,800)	(2.7)
3500	Social Transfers to Individuals	18,972,558	20,004,000	22,666,800	19,782,300	(2,884,500)	(12.7)
3600	Transfers to Institutions and Organisations	32,421,884	27,169,800	24,918,200	26,561,200	1,643,000	6.6
3800	International Organisations and Overseas Development Assistance	1,566,192	1,550,700	1,526,700	1,419,400	(107,300)	(7.0)
	<i>OTHER CONSOLIDATED FUND OUTLAYS</i>	12,188,512	11,936,300	11,468,000	8,293,900	(3,174,100)	(27.7)
4600	Loans and Advances (Disbursement)	12,188,512	11,936,300	11,468,000	8,293,900	(3,174,100)	(27.7)
	<i>DEVELOPMENT ESTIMATES</i>						
	<i>DEVELOPMENT EXPENDITURE</i>	63,363,989	130,010,200	67,339,900	184,144,700	116,804,800	173.5
5100	Government Development	50,073,818	116,087,400	46,161,800	172,147,500	125,985,700	272.9
5200	Grants and Capital Injections to Organisations	13,290,171	13,922,800	21,178,100	11,997,200	(9,180,900)	(43.4)

## Manpower

Category/Personnel	Actual	Estimated	Revised	Estimated
	FY2024	FY2025	FY2025	FY2026
Political Appointments	4	4	4	5
Permanent Staff	1,398	1,522	1,391	1,391
<b>TOTAL</b>	<b>1,402</b>	<b>1,526</b>	<b>1,395</b>	<b>1,396</b>

## 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 HR matters (e.g. HR policy, talent management, succession planning), Quality Assurance Frameworks and External Validations, and provides administrative and office support to the Higher Education Group.

**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 in relation to governance, funding and operations, and contingency planning; and oversees policies pertaining to private education.

**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 strategies and policies to support lifelong learning and skills development under SkillsFuture.

**Academic Research Division** – Develops the research capabilities in the Higher Education landscape through programmes and policies supported by the Research, Innovation and Enterprise (RIE) plans and the Social Science Research Council (SSRC).

**Higher Education Planning Office** – Drives strategic planning, policy coordination, international cooperation strategy, and data analytics initiatives for the Higher Education and Skills landscape.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	%
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
K-B	<b>HIGHER EDUCATION AND SKILLSFUTURE PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>710,926,357</b>	<b>747,775,900</b>	<b>776,390,000</b>	<b>753,799,500</b>	<b>(22,590,500)</b>	<b>(2.9)</b>
	<b>MAIN ESTIMATES</b>						
	<b>OPERATING EXPENDITURE</b>	<b>710,926,357</b>	<b>747,775,900</b>	<b>776,390,000</b>	<b>753,799,500</b>	<b>(22,590,500)</b>	<b>(2.9)</b>
	<i>RUNNING COSTS</i>	25,586,555	28,850,900	27,833,000	30,781,500	2,948,500	10.6
1500	<b>Expenditure on Manpower</b>	<b>22,008,786</b>	<b>24,872,700</b>	<b>23,791,700</b>	<b>27,183,100</b>	<b>3,391,400</b>	<b>14.3</b>
	Permanent Staff	22,008,786	24,872,700	23,791,700	27,183,100	3,391,400	14.3
2100	<b>Other Operating Expenditure</b>	<b>3,577,769</b>	<b>3,978,200</b>	<b>4,041,300</b>	<b>3,598,400</b>	<b>(442,900)</b>	<b>(11.0)</b>
	Consumption of Products and Services	3,352,662	3,641,900	3,737,600	3,320,200	(417,400)	(11.2)
2200	Maintenance	–	–	–	6,000	6,000	n.a.
2300	Staff Development and Well-Being	–	–	–	265,000	265,000	n.a.
2300A	Manpower Development	223,841	327,400	294,500	–	(294,500)	(100.0)

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
2400	International and Public Relations, Communications	–	1,700	2,000	–	(2,000)	(100.0)
2700	Asset Acquisition	1,265	7,200	7,200	7,200	–	–
	<i>TRANSFERS</i>	<i>685,339,802</i>	<i>718,925,000</i>	<i>748,557,000</i>	<i>723,018,000</i>	<i>(25,539,000)</i>	<i>(3.4)</i>
3500	Social Transfers to Individuals	86,300,000	100,030,000	100,030,000	97,230,000	(2,800,000)	(2.8)
3600	Transfers to Institutions and Organisations	599,039,802	618,895,000	648,527,000	625,788,000	(22,739,000)	(3.5)

## Manpower

Category/Personnel	Actual	Estimated	Revised	Estimated
	FY2024	FY2025	FY2025	FY2026
Permanent Staff	133	152	136	136
<b>TOTAL</b>	<b>133</b>	<b>152</b>	<b>136</b>	<b>136</b>

## 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; develops School Leaders; strengthens educational support for disadvantaged and low progress learners; and uplifts the quality of preschool education.

**Curriculum Planning and Development Divisions** – Oversee the formal curriculum, design and review the syllabi, and develop instructional materials for students in mainstream schools; provide leadership to school staff, including Heads of Departments, Subject Heads, Level Heads, Lead Teachers, Senior Teachers and teachers, in the effective implementation of syllabi and use of instructional materials; develop and promote effective learner-centred pedagogies, blended learning approaches, and assessment modes to better engage students in learning and develop their 21st Century Competencies; design, organise and implement special programmes and projects to complement and enrich the curriculum; conceptualise, plan and conduct professional development for Heads of Departments, Subject Heads, Level Heads, Lead Teachers, Senior Teachers and teachers related to curriculum and assessment; conduct educational research to enhance design and delivery of curriculum; review, authorise, and develop textbooks and supplementary materials; develop print and digital learning resources to support implementation of the curriculum, oversee intellectual property matters, and provide consultancy to schools and MOE Divisions on matters related to curriculum; and oversee the implementation of the strategic directions of the Lee Kuan Yew Fund for Bilingualism to seed the development of resources and programmes to promote bilingualism among the young.

**Student Development Curriculum Divisions** – Oversee the formal curriculum and co-curricular programmes in the areas of student well-being, arts, physical, sports and outdoor education, education and career guidance, and character and citizenship education; and are responsible for Co-curricular Activity policies. Work with schools, Institutes of Higher Learning, partners and stakeholders to design, review and revise syllabi and develop instructional materials; provide leadership to schools in the effective implementation of syllabi and instructional materials; develop and promote the use of effective learner-centred pedagogies, curriculum models and assessment modes to better engage students and enhance learning; design, organise and implement special programmes, events and projects to complement and enrich the curriculum; conceptualise, plan and conduct professional development for school staff; conduct educational research to enhance design and delivery of curriculum and co-curriculum; review, authorise, and develop textbooks and supplementary materials; provide consultancy to schools on matters related to student development curriculum; and organise 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 educational technology; provides thought leadership in the effective application of technology to teaching and learning; oversees the development and operation 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 technology; designs innovative educational technology solutions to address emergent teaching and learning needs, and scales these across the system; nurtures communities and partnerships that advance the use of technology for teaching and learning; and leads in the design, development and use of digital media 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 Special Education (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 in SEN support. This includes working with internal and external partners to ensure the quality, accessibility and affordability of SPED, developing policies, and setting standards for quality assurance in SPED schools; developing and implementing policies and specialised educational programmes 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 (AST)** – Enables professional excellence in education and works with a number of key partners like the other Divisions in MOE, the National Institute of Education, the Singapore Science Centre and industry partners to provide in-service professional learning opportunities for education officers, allied educators, and executive and administration staff. AST's key philosophy is Teacher Ownership and Teacher Leadership (TOTL) and 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 and programmes, AST seeks to nurture pedagogical leadership in our teachers, and encourages the growth of networked learning communities in which staff can collaborate, learn from one another and proliferate good practices. 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 and future-ready workforce. It supports the development of the teacher's identity and pride through 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 support services to MOE staff. MOE staff are empowered and supported in their professional learning with a diverse range of learning resources available in the library at READ@Academy and through the online learning and management system OPAL2.0 (One Portal, All Learners).

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025		
		FY2024	FY2025	FY2025	FY2026			
		\$	\$	\$	\$	\$	%	
<b>K-C SCHOOL SERVICES AND EDUCATIONAL DEVELOPMENT PROGRAMME</b>								
	<b>TOTAL EXPENDITURE</b>	<b>537,134,356</b>	<b>559,379,900</b>	<b>565,715,200</b>	<b>616,709,500</b>	<b>50,994,300</b>	<b>9.0</b>	
<b>MAIN ESTIMATES</b>								
	<b>OPERATING EXPENDITURE</b>	<b>528,336,208</b>	<b>548,066,100</b>	<b>553,407,900</b>	<b>609,607,400</b>	<b>56,199,500</b>	<b>10.2</b>	
	<b>RUNNING COSTS</b>	<b>500,371,993</b>	<b>513,683,900</b>	<b>520,414,300</b>	<b>577,685,500</b>	<b>57,271,200</b>	<b>11.0</b>	
	<b>Expenditure on Manpower</b>	<b>408,775,786</b>	<b>417,187,300</b>	<b>423,425,900</b>	<b>472,997,900</b>	<b>49,572,000</b>	<b>11.7</b>	
1500	Permanent Staff	405,306,605	413,395,500	417,363,900	466,662,200	49,298,300	11.8	
1600	Temporary, Daily-Rated and Other Staff	3,469,181	3,791,800	6,062,000	6,335,700	273,700	4.5	
	<b>Other Operating Expenditure</b>	<b>91,596,207</b>	<b>96,496,600</b>	<b>96,988,400</b>	<b>99,700,100</b>	<b>2,711,700</b>	<b>2.8</b>	
2100	Consumption of Products and Services	62,830,895	66,315,500	64,542,400	49,208,700	(15,333,700)	(23.8)	
2200	Maintenance	–	–	–	24,848,700	24,848,700	n.a.	
2300	Staff Development and Well-Being	–	–	–	24,840,600	24,840,600	n.a.	
2300A	Manpower Development	21,773,925	24,103,900	23,992,400	–	(23,992,400)	(100.0)	
2400	International and Public Relations, Communications	6,082,818	5,280,100	7,410,200	23,400	(7,386,800)	(99.7)	

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
2700	Asset Acquisition	719,146	766,900	788,600	748,500	(40,100)	(5.1)
2800	Miscellaneous	189,422	30,200	254,800	30,200	(224,600)	(88.1)
	<b>Grants, Transfers and Capital Injections</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>4,987,500</b>	<b>4,987,500</b>	<b>n.a.</b>
3400	Grants and Capital Injections to Others	–	–	–	4,987,500	4,987,500	n.a.
	<i>TRANSFERS</i>	27,964,216	34,382,200	32,993,600	31,921,900	(1,071,700)	(3.2)
3500	Social Transfers to Individuals	1,565,668	2,503,000	2,508,100	3,382,200	874,100	34.9
3600	Transfers to Institutions and Organisations	26,398,548	31,879,200	30,485,500	28,539,700	(1,945,800)	(6.4)
	DEVELOPMENT ESTIMATES						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>8,798,148</b>	<b>11,313,800</b>	<b>12,307,300</b>	<b>7,102,100</b>	<b>(5,205,200)</b>	<b>(42.3)</b>
5100	Government Development	8,798,148	11,313,800	12,307,300	7,102,100	(5,205,200)	(42.3)
<b>Manpower</b>							
		Actual	Estimated	Revised	Estimated		
	Category/Personnel	FY2024	FY2025	FY2025	FY2026		
	Permanent Staff	2,862	3,174	3,035	3,234		
	<b>TOTAL</b>	<b>2,862</b>	<b>3,174</b>	<b>3,035</b>	<b>3,234</b>		

## 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	Estimated	Revised	Estimated	Change Over Revised FY2025		
		FY2024	FY2025	FY2025	FY2026			
		\$	\$	\$	\$	\$	%	
<b>K-D GOVERNMENT SCHOOLS AND JUNIOR COLLEGES PROGRAMME</b>								
	<b>TOTAL EXPENDITURE</b>	<b>4,896,548,121</b>	<b>5,381,421,200</b>	<b>5,306,981,600</b>	<b>6,024,901,500</b>	<b>717,919,900</b>	<b>13.5</b>	
MAIN ESTIMATES								
	<b>OPERATING EXPENDITURE</b>	<b>4,726,569,931</b>	<b>4,925,043,800</b>	<b>4,922,469,600</b>	<b>5,528,148,600</b>	<b>605,679,000</b>	<b>12.3</b>	
	<i>RUNNING COSTS</i>	4,619,989,023	4,815,164,600	4,798,632,200	5,376,115,700	577,483,500	12.0	
	<b>Expenditure on Manpower</b>	<b>3,961,199,046</b>	<b>4,104,016,100</b>	<b>4,095,549,300</b>	<b>4,523,739,800</b>	<b>428,190,500</b>	<b>10.5</b>	
1500	Permanent Staff	3,716,180,157	3,853,272,700	3,825,566,500	4,253,727,700	428,161,200	11.2	
1600	Temporary, Daily-Rated and Other Staff	245,018,889	250,743,400	269,982,800	270,012,100	29,300	0.0	
	<b>Other Operating Expenditure</b>	<b>658,744,295</b>	<b>711,088,500</b>	<b>703,015,300</b>	<b>852,335,900</b>	<b>149,320,600</b>	<b>21.2</b>	
2100	Consumption of Products and Services	549,651,069	605,595,200	590,750,300	742,035,300	151,285,000	25.6	
2300	Staff Development and Well-Being	–	–	–	43,060,400	43,060,400	n.a.	
2300A	Manpower Development	41,455,834	43,062,300	43,771,400	–	(43,771,400)	(100.0)	
2700	Asset Acquisition	66,557,643	60,485,000	66,810,600	64,708,400	(2,102,200)	(3.1)	
2800	Miscellaneous	1,079,749	1,946,000	1,683,000	2,531,800	848,800	50.4	
	<b>Grants, Transfers and Capital Injections</b>	<b>45,681</b>	<b>60,000</b>	<b>67,600</b>	<b>40,000</b>	<b>(27,600)</b>	<b>(40.8)</b>	
3200	Grants and Capital Injections to Educational Institutions	45,681	60,000	67,600	40,000	(27,600)	(40.8)	
	<b>TRANSFERS</b>	<b>106,580,909</b>	<b>109,879,200</b>	<b>123,837,400</b>	<b>152,032,900</b>	<b>28,195,500</b>	<b>22.8</b>	
3500	Social Transfers to Individuals	104,644,914	105,696,500	119,654,700	147,970,200	28,315,500	23.7	
3600	Transfers to Institutions and Organisations	1,935,994	4,182,700	4,182,700	4,062,700	(120,000)	(2.9)	
DEVELOPMENT ESTIMATES								
	<b>DEVELOPMENT EXPENDITURE</b>	<b>169,978,189</b>	<b>456,377,400</b>	<b>384,512,000</b>	<b>496,752,900</b>	<b>112,240,900</b>	<b>29.2</b>	
5100	Government Development	166,575,927	455,286,100	383,258,000	496,160,600	112,902,600	29.5	
5200	Grants and Capital Injections to Organisations	3,402,263	1,091,300	1,254,000	592,300	(661,700)	(52.8)	

**Manpower**

Category/Personnel	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
Permanent Staff	27,133	27,123	27,525	27,975
<b>TOTAL</b>	<b>27,133</b>	<b>27,123</b>	<b>27,525</b>	<b>27,975</b>

## 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	Estimated	Revised	Estimated	Change Over Revised FY2025		
		FY2024	FY2025	FY2025	FY2026			
		\$	\$	\$	\$	\$	%	
<b>K-E SPECIAL EDUCATION SCHOOLS PROGRAMME</b>								
	<b>TOTAL EXPENDITURE</b>	<b>464,588,933</b>	<b>463,809,900</b>	<b>474,539,700</b>	<b>503,288,800</b>	<b>28,749,100</b>	<b>6.1</b>	
<b>MAIN ESTIMATES</b>								
	<b>OPERATING EXPENDITURE</b>	<b>391,587,583</b>	<b>425,257,900</b>	<b>429,880,100</b>	<b>464,367,600</b>	<b>34,487,500</b>	<b>8.0</b>	
	<i>TRANSFERS</i>	391,587,583	425,257,900	429,880,100	464,367,600	34,487,500	8.0	
3500	Social Transfers to Individuals	4,123,943	–	4,318,700	4,999,500	680,800	15.8	
3600	Transfers to Institutions and Organisations	387,463,640	425,257,900	425,561,400	459,368,100	33,806,700	7.9	
<b>DEVELOPMENT ESTIMATES</b>								
	<b>DEVELOPMENT EXPENDITURE</b>	<b>73,001,350</b>	<b>38,552,000</b>	<b>44,659,600</b>	<b>38,921,200</b>	<b>(5,738,400)</b>	<b>(12.8)</b>	
5100	Government Development	72,979,535	37,970,600	43,464,400	38,621,300	(4,843,100)	(11.1)	
5200	Grants and Capital Injections to Organisations	21,815	581,400	1,195,200	299,900	(895,300)	(74.9)	

## 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	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
K-F	<b>GOVERNMENT-AIDED SCHOOLS AND JUNIOR COLLEGES PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>1,536,127,571</b>	<b>1,619,594,900</b>	<b>1,629,036,500</b>	<b>1,707,254,600</b>	<b>78,218,100</b>	<b>4.8</b>
	MAIN ESTIMATES						
	<b>OPERATING EXPENDITURE</b>	<b>1,484,686,907</b>	<b>1,571,060,900</b>	<b>1,576,783,200</b>	<b>1,668,564,900</b>	<b>91,781,700</b>	<b>5.8</b>
	<i>RUNNING COSTS</i>	1,460,301,127	1,540,569,500	1,542,853,400	1,626,111,700	83,258,300	5.4
	<b>Grants, Transfers and Capital Injections</b>	<b>1,460,301,127</b>	<b>1,540,569,500</b>	<b>1,542,853,400</b>	<b>1,626,111,700</b>	<b>83,258,300</b>	<b>5.4</b>
3200	Grants and Capital Injections to Educational Institutions	1,460,301,127	1,540,569,500	1,542,853,400	1,626,111,700	83,258,300	5.4
	<i>TRANSFERS</i>	24,385,780	30,491,400	33,929,800	42,453,200	8,523,400	25.1
3500	Social Transfers to Individuals	24,385,780	30,491,400	33,929,800	42,453,200	8,523,400	25.1
	DEVELOPMENT ESTIMATES						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>51,440,664</b>	<b>48,534,000</b>	<b>52,253,300</b>	<b>38,689,700</b>	<b>(13,563,600)</b>	<b>(26.0)</b>
5100	Government Development	38,626,549	36,696,400	40,025,900	24,938,400	(15,087,500)	(37.7)
5200	Grants and Capital Injections to Organisations	12,814,114	11,837,600	12,227,400	13,751,300	1,523,900	12.5

### Manpower

Category/Personnel	Actual	Estimated	Revised	Estimated
	FY2024	FY2025	FY2025	FY2026
Permanent Staff	7,258	7,159	7,299	7,343
Others	1,712	1,710	1,758	1,759
<b>TOTAL</b>	<b>8,970</b>	<b>8,869</b>	<b>9,057</b>	<b>9,102</b>

## 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	Estimated	Revised	Estimated	Change Over Revised FY2025		
		FY2024	FY2025	FY2025	FY2026			
		\$	\$	\$	\$	\$	%	
<b>K-G INDEPENDENT SCHOOLS PROGRAMME</b>								
<b>TOTAL EXPENDITURE</b>		<b>463,440,050</b>	<b>481,701,100</b>	<b>473,923,400</b>	<b>491,269,700</b>	<b>17,346,300</b>	<b>3.7</b>	
MAIN ESTIMATES								
<b>OPERATING EXPENDITURE</b>		<b>462,927,167</b>	<b>480,051,600</b>	<b>471,376,100</b>	<b>487,117,700</b>	<b>15,741,600</b>	<b>3.3</b>	
<i>RUNNING COSTS</i>		434,914,095	448,625,200	444,724,200	450,335,100	5,610,900	1.3	
3200	<b>Grants, Transfers and Capital Injections</b>	<b>434,914,095</b>	<b>448,625,200</b>	<b>444,724,200</b>	<b>450,335,100</b>	<b>5,610,900</b>	<b>1.3</b>	
	Grants and Capital Injections to Educational Institutions	434,914,095	448,625,200	444,724,200	450,335,100	5,610,900	1.3	
<i>TRANSFERS</i>		28,013,072	31,426,400	26,651,900	36,782,600	10,130,700	38.0	
3500	Social Transfers to Individuals	28,013,072	31,426,400	26,651,900	36,782,600	10,130,700	38.0	
DEVELOPMENT ESTIMATES								
<b>DEVELOPMENT EXPENDITURE</b>		<b>512,883</b>	<b>1,649,500</b>	<b>2,547,300</b>	<b>4,152,000</b>	<b>1,604,700</b>	<b>63.0</b>	
5100	Government Development	512,883	1,424,500	2,317,300	3,832,000	1,514,700	65.4	
5200	Grants and Capital Injections to Organisations	–	225,000	230,000	320,000	90,000	39.1	

## 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 for educators, including leadership development programmes for senior educators.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025		
		FY2024	FY2025	FY2025	FY2026			
		\$	\$	\$	\$	\$	%	
<b>K-H NATIONAL INSTITUTE OF EDUCATION PROGRAMME</b>								
	<b>TOTAL EXPENDITURE</b>	<b>113,614,858</b>	<b>123,277,700</b>	<b>130,545,000</b>	<b>133,996,000</b>	<b>3,451,000</b>	<b>2.6</b>	
MAIN ESTIMATES								
	<b>OPERATING EXPENDITURE</b>	<b>113,614,858</b>	<b>122,362,800</b>	<b>123,949,700</b>	<b>133,648,900</b>	<b>9,699,200</b>	<b>7.8</b>	
	<i>RUNNING COSTS</i>	–	–	–	130,833,500	130,833,500	n.a.	
	<b>Grants, Transfers and Capital Injections</b>	–	–	–	<b>130,833,500</b>	<b>130,833,500</b>	<b>n.a.</b>	
3200	Grants and Capital Injections to Educational Institutions	–	–	–	130,833,500	130,833,500	n.a.	
	<b>TRANSFERS</b>	<b>113,614,858</b>	<b>122,362,800</b>	<b>123,949,700</b>	<b>2,815,400</b>	<b>(121,134,300)</b>	<b>(97.7)</b>	
3500	Social Transfers to Individuals	166,129	1,670,100	745,500	1,689,300	943,800	126.6	
3600	Transfers to Institutions and Organisations	113,448,729	120,692,700	123,204,200	1,126,100	(122,078,100)	(99.1)	
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>529,252</b>	<b>598,600</b>	<b>537,600</b>	<b>618,700</b>	<b>81,100</b>	<b>15.1</b>	
4600	Loans and Advances (Disbursement)	529,252	598,600	537,600	618,700	81,100	15.1	
DEVELOPMENT ESTIMATES								
	<b>DEVELOPMENT EXPENDITURE</b>	–	<b>914,900</b>	<b>6,595,300</b>	<b>347,100</b>	<b>(6,248,200)</b>	<b>(94.7)</b>	
5200	Grants and Capital Injections to Organisations	–	914,900	6,595,300	347,100	(6,248,200)	(94.7)	

## NATIONAL UNIVERSITY OF SINGAPORE PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the National University of Singapore (NUS). NUS is a comprehensive university that adopts a holistic approach towards education, research, entrepreneurship and adult education, offering a wide range of courses including multidisciplinary and cross-faculty academic programmes.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025		
		FY2024	FY2025	FY2025	FY2026			
		\$	\$	\$	\$	\$	%	
<b>K-I NATIONAL UNIVERSITY OF SINGAPORE PROGRAMME</b>								
	<b>TOTAL EXPENDITURE</b>	<b>1,213,702,948</b>	<b>1,107,245,200</b>	<b>1,039,862,800</b>	<b>1,064,172,700</b>	<b>24,309,900</b>	<b>2.3</b>	
MAIN ESTIMATES								
	<b>OPERATING EXPENDITURE</b>	<b>1,213,702,948</b>	<b>1,107,245,200</b>	<b>1,039,862,800</b>	<b>1,064,172,700</b>	<b>24,309,900</b>	<b>2.3</b>	
	<i>RUNNING COSTS</i>	–	711,500	579,500	952,972,800	952,393,300	n.a.	
	<b>Grants, Transfers and Capital Injections</b>	<b>–</b>	<b>711,500</b>	<b>579,500</b>	<b>952,972,800</b>	<b>952,393,300</b>	<b>n.a.</b>	
3200	Grants and Capital Injections to Educational Institutions	–	–	–	952,232,800	952,232,800	n.a.	
3400	Grants and Capital Injections to Others	–	711,500	579,500	740,000	160,500	27.7	
	<i>TRANSFERS</i>	<i>1,213,702,948</i>	<i>1,106,533,700</i>	<i>1,039,283,300</i>	<i>111,199,900</i>	<i>(928,083,400)</i>	<i>(89.3)</i>	
3500	Social Transfers to Individuals	45,184,293	48,033,200	46,341,100	53,347,700	7,006,600	15.1	
3600	Transfers to Institutions and Organisations	1,168,518,655	1,058,500,500	992,942,200	57,852,200	(935,090,000)	(94.2)	
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>61,355,300</b>	<b>61,355,500</b>	<b>65,024,400</b>	<b>68,810,700</b>	<b>3,786,300</b>	<b>5.8</b>	
4600	Loans and Advances (Disbursement)	61,355,300	61,355,500	65,024,400	68,810,700	3,786,300	5.8	

## NANYANG TECHNOLOGICAL UNIVERSITY PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the Nanyang Technological University (NTU). NTU is a comprehensive university that offers programmes in engineering, business, sciences, education, and medicine.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	% FY2025
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
<b>K-J</b>	<b>NANYANG TECHNOLOGICAL UNIVERSITY PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>672,145,743</b>	<b>655,567,800</b>	<b>721,333,800</b>	<b>692,567,200</b>	<b>(28,766,600)</b>	<b>(4.0)</b>
	MAIN ESTIMATES						
	<b>OPERATING EXPENDITURE</b>	<b>672,145,743</b>	<b>655,567,800</b>	<b>720,810,700</b>	<b>687,138,400</b>	<b>(33,672,300)</b>	<b>(4.7)</b>
	<b>RUNNING COSTS</b>	<b>–</b>	<b>711,500</b>	<b>–</b>	<b>600,933,300</b>	<b>600,933,300</b>	<b>n.a.</b>
	<b>Grants, Transfers and Capital Injections</b>	<b>–</b>	<b>711,500</b>	<b>–</b>	<b>600,933,300</b>	<b>600,933,300</b>	<b>n.a.</b>
3200	Grants and Capital Injections to Educational Institutions	–	–	–	600,933,300	600,933,300	n.a.
3400	Grants and Capital Injections to Others	–	711,500	–	–	–	n.a.
	<b>TRANSFERS</b>	<b>672,145,743</b>	<b>654,856,300</b>	<b>720,810,700</b>	<b>86,205,100</b>	<b>(634,605,600)</b>	<b>(88.0)</b>
3500	Social Transfers to Individuals	41,417,230	47,665,300	44,507,900	48,874,200	4,366,300	9.8
3600	Transfers to Institutions and Organisations	630,728,512	607,191,000	676,302,800	37,330,900	(638,971,900)	(94.5)
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>50,107,492</b>	<b>51,500,000</b>	<b>51,000,000</b>	<b>54,800,000</b>	<b>3,800,000</b>	<b>7.5</b>
4600	Loans and Advances (Disbursement)	50,107,492	51,500,000	51,000,000	54,800,000	3,800,000	7.5
	DEVELOPMENT ESTIMATES						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>–</b>	<b>–</b>	<b>523,100</b>	<b>5,428,800</b>	<b>4,905,700</b>	<b>937.8</b>
5200	Grants and Capital Injections to Organisations	–	–	523,100	5,428,800	4,905,700	937.8

## 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	Estimated	Revised	Estimated	Change Over Revised FY2025	FY2025
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
K-K	<b>ISEAS - YUSOF ISHAK INSTITUTE PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>18,999,078</b>	<b>22,910,600</b>	<b>20,720,300</b>	<b>20,683,800</b>	<b>(36,500)</b>	<b>(0.2)</b>
	<b>MAIN ESTIMATES</b>						
	<b>OPERATING EXPENDITURE</b>	<b>18,999,078</b>	<b>22,910,600</b>	<b>20,720,300</b>	<b>20,683,800</b>	<b>(36,500)</b>	<b>(0.2)</b>
	<i>RUNNING COSTS</i>	18,976,080	22,760,600	20,695,800	20,609,200	(86,600)	(0.4)
	<b>Grants, Transfers and Capital Injections</b>	<b>18,976,080</b>	<b>22,760,600</b>	<b>20,695,800</b>	<b>20,609,200</b>	<b>(86,600)</b>	<b>(0.4)</b>
3100	Grants and Capital Injections to Statutory Boards	—	—	—	20,609,200	20,609,200	n.a.
3200	Grants and Capital Injections to Educational Institutions	18,976,080	22,760,600	20,695,800	—	(20,695,800)	(100.0)
	<i>TRANSFERS</i>	22,998	150,000	24,500	74,600	50,100	204.5
3500	Social Transfers to Individuals	22,998	150,000	24,500	74,600	50,100	204.5

## 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	Estimated	Revised	Estimated	Change Over Revised FY2025	FY2025
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
K-L	<b>SINGAPORE POLYTECHNIC PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>256,180,990</b>	<b>260,513,400</b>	<b>259,907,000</b>	<b>261,675,400</b>	<b>1,768,400</b>	<b>0.7</b>
	MAIN ESTIMATES						
	<b>OPERATING EXPENDITURE</b>	<b>255,904,121</b>	<b>254,959,300</b>	<b>258,946,700</b>	<b>255,915,400</b>	<b>(3,031,300)</b>	<b>(1.2)</b>
	<i>RUNNING COSTS</i>	246,137,961	244,797,100	249,588,000	244,907,900	(4,680,100)	(1.9)
	<b>Grants, Transfers and Capital Injections</b>	<b>246,137,961</b>	<b>244,797,100</b>	<b>249,588,000</b>	<b>244,907,900</b>	<b>(4,680,100)</b>	<b>(1.9)</b>
3100	Grants and Capital Injections to Statutory Boards	–	–	–	244,907,900	244,907,900	n.a.
3200	Grants and Capital Injections to Educational Institutions	246,137,961	244,797,100	249,588,000	–	(249,588,000)	(100.0)
	<i>TRANSFERS</i>	9,766,160	10,162,200	9,358,700	11,007,500	1,648,800	17.6
3500	Social Transfers to Individuals	9,766,160	10,162,200	9,358,700	11,007,500	1,648,800	17.6
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>3,999,061</b>	<b>4,427,000</b>	<b>4,925,000</b>	<b>5,073,000</b>	<b>148,000</b>	<b>3.0</b>
4600	Loans and Advances (Disbursement)	3,999,061	4,427,000	4,925,000	5,073,000	148,000	3.0
	DEVELOPMENT ESTIMATES						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>276,869</b>	<b>5,554,100</b>	<b>960,300</b>	<b>5,760,000</b>	<b>4,799,700</b>	<b>499.8</b>
5200	Grants and Capital Injections to Organisations	276,869	5,554,100	960,300	5,760,000	4,799,700	499.8

## 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 21<sup>st</sup> Century Competencies and valued at the workplace and by society.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	% FY2025
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
<b>K-M</b>	<b>NGEE ANN POLYTECHNIC PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>248,847,590</b>	<b>247,189,600</b>	<b>240,943,200</b>	<b>241,545,100</b>	<b>601,900</b>	<b>0.2</b>
	MAIN ESTIMATES						
	<b>OPERATING EXPENDITURE</b>	<b>244,032,972</b>	<b>246,291,900</b>	<b>240,343,200</b>	<b>240,038,300</b>	<b>(304,900)</b>	<b>(0.1)</b>
	<i>RUNNING COSTS</i>	235,975,347	236,957,000	230,982,800	229,037,500	(1,945,300)	(0.8)
	<b>Grants, Transfers and Capital Injections</b>	<b>235,975,347</b>	<b>236,957,000</b>	<b>230,982,800</b>	<b>229,037,500</b>	<b>(1,945,300)</b>	<b>(0.8)</b>
3100	Grants and Capital Injections to Statutory Boards	—	—	—	229,037,500	229,037,500	n.a.
3200	Grants and Capital Injections to Educational Institutions	235,975,347	236,957,000	230,982,800	—	(230,982,800)	(100.0)
	<i>TRANSFERS</i>	8,057,625	9,334,900	9,360,400	11,000,800	1,640,400	17.5
3500	Social Transfers to Individuals	8,057,625	9,334,900	9,360,400	11,000,800	1,640,400	17.5
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>1,668,844</b>	<b>1,861,000</b>	<b>1,859,000</b>	<b>2,017,000</b>	<b>158,000</b>	<b>8.5</b>
4600	Loans and Advances (Disbursement)	1,668,844	1,861,000	1,859,000	2,017,000	158,000	8.5
	DEVELOPMENT ESTIMATES						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>4,814,618</b>	<b>897,700</b>	<b>600,000</b>	<b>1,506,800</b>	<b>906,800</b>	<b>151.1</b>
5200	Grants and Capital Injections to Organisations	4,814,618	897,700	600,000	1,506,800	906,800	151.1

## TEMASEK POLYTECHNIC PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under Temasek Polytechnic (TP). The function of TP is to prepare school graduates 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	Estimated	Revised	Estimated	Change Over Revised FY2025	\$	%
		FY2024	FY2025	FY2025	FY2026			
<b>K-N TEMASEK POLYTECHNIC PROGRAMME</b>								
	<b>TOTAL EXPENDITURE</b>	<b>246,918,283</b>	<b>260,109,700</b>	<b>259,808,000</b>	<b>264,254,800</b>	<b>4,446,800</b>	<b>1.7</b>	
<b>MAIN ESTIMATES</b>								
	<b>OPERATING EXPENDITURE</b>	<b>245,598,241</b>	<b>253,191,900</b>	<b>251,367,200</b>	<b>245,041,900</b>	<b>(6,325,300)</b>	<b>(2.5)</b>	
	<b>RUNNING COSTS</b>	<b>236,440,086</b>	<b>244,642,500</b>	<b>244,855,000</b>	<b>237,794,700</b>	<b>(7,060,300)</b>	<b>(2.9)</b>	
	<b>Grants, Transfers and Capital Injections</b>	<b>236,440,086</b>	<b>244,642,500</b>	<b>244,855,000</b>	<b>237,794,700</b>	<b>(7,060,300)</b>	<b>(2.9)</b>	
3100	Grants and Capital Injections to Statutory Boards	—	—	—	237,794,700	237,794,700	n.a.	
3200	Grants and Capital Injections to Educational Institutions	236,440,086	244,642,500	244,855,000	—	(244,855,000)	(100.0)	
	<b>TRANSFERS</b>	<b>9,158,155</b>	<b>8,549,400</b>	<b>6,512,200</b>	<b>7,247,200</b>	<b>735,000</b>	<b>11.3</b>	
3500	Social Transfers to Individuals	9,158,155	8,549,400	6,512,200	7,247,200	735,000	11.3	
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>2,899,356</b>	<b>3,050,000</b>	<b>3,287,000</b>	<b>3,582,000</b>	<b>295,000</b>	<b>9.0</b>	
4600	Loans and Advances (Disbursement)	2,899,356	3,050,000	3,287,000	3,582,000	295,000	9.0	
<b>DEVELOPMENT ESTIMATES</b>								
	<b>DEVELOPMENT EXPENDITURE</b>	<b>1,320,041</b>	<b>6,917,800</b>	<b>8,440,800</b>	<b>19,212,900</b>	<b>10,772,100</b>	<b>127.6</b>	
5200	Grants and Capital Injections to Organisations	1,320,041	6,917,800	8,440,800	19,212,900	10,772,100	127.6	

## 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 adult learners, as well as workplace learning and work-study programmes with employers 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	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
<b>K-0</b>	<b>INSTITUTE OF TECHNICAL EDUCATION PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>558,978,270</b>	<b>570,262,000</b>	<b>542,716,100</b>	<b>572,967,100</b>	<b>30,251,000</b>	<b>5.6</b>
	MAIN ESTIMATES						
	<b>OPERATING EXPENDITURE</b>	<b>558,978,270</b>	<b>570,262,000</b>	<b>542,716,100</b>	<b>572,967,100</b>	<b>30,251,000</b>	<b>5.6</b>
	<i>RUNNING COSTS</i>	529,571,340	533,719,300	508,525,500	529,779,200	21,253,700	4.2
	<b>Grants, Transfers and Capital Injections</b>	<b>529,571,340</b>	<b>533,719,300</b>	<b>508,525,500</b>	<b>529,779,200</b>	<b>21,253,700</b>	<b>4.2</b>
3100	Grants and Capital Injections to Statutory Boards	–	–	–	529,779,200	529,779,200	n.a.
3200	Grants and Capital Injections to Educational Institutions	529,571,340	533,719,300	508,525,500	–	(508,525,500)	(100.0)
	<i>TRANSFERS</i>	29,406,930	36,542,700	34,190,600	43,187,900	8,997,300	26.3
3500	Social Transfers to Individuals	29,406,930	36,542,700	34,190,600	43,187,900	8,997,300	26.3

## 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; establish a centre of excellence and innovation in non-formal science education; and 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	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
K-P	<b>SCIENCE CENTRE BOARD PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>95,488,958</b>	<b>181,837,900</b>	<b>173,852,400</b>	<b>418,929,300</b>	<b>245,076,900</b>	<b>141.0</b>
	MAIN ESTIMATES						
	<b>OPERATING EXPENDITURE</b>	<b>45,659,384</b>	<b>48,136,500</b>	<b>51,144,300</b>	<b>58,167,500</b>	<b>7,023,200</b>	<b>13.7</b>
	<i>RUNNING COSTS</i>	45,659,384	48,136,500	51,144,300	58,167,500	7,023,200	13.7
	<b>Grants, Transfers and Capital Injections</b>	<b>45,659,384</b>	<b>48,136,500</b>	<b>51,144,300</b>	<b>58,167,500</b>	<b>7,023,200</b>	<b>13.7</b>
3100	Grants and Capital Injections to Statutory Boards	–	–	–	58,167,500	58,167,500	n.a.
3200	Grants and Capital Injections to Educational Institutions	45,659,384	48,136,500	51,144,300	–	(51,144,300)	(100.0)
	DEVELOPMENT ESTIMATES						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>49,829,574</b>	<b>133,701,400</b>	<b>122,708,100</b>	<b>360,761,800</b>	<b>238,053,700</b>	<b>194.0</b>
5200	Grants and Capital Injections to Organisations	49,829,574	133,701,400	122,708,100	360,761,800	238,053,700	194.0

## NANYANG POLYTECHNIC PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under Nanyang Polytechnic (NYP). The functions of NYP are to empower learners for work and life, and co-create with industry for growth and sustainability.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
K-Q	<b>NANYANG POLYTECHNIC PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>275,404,010</b>	<b>268,689,500</b>	<b>264,884,500</b>	<b>262,476,500</b>	<b>(2,408,000)</b>	<b>(0.9)</b>
	<b>MAIN ESTIMATES</b>						
	<b>OPERATING EXPENDITURE</b>	<b>275,339,746</b>	<b>264,087,900</b>	<b>263,427,600</b>	<b>258,451,600</b>	<b>(4,976,000)</b>	<b>(1.9)</b>
	<i>RUNNING COSTS</i>	265,137,331	253,469,900	253,306,700	245,991,200	(7,315,500)	(2.9)
	<b>Grants, Transfers and Capital Injections</b>	<b>265,137,331</b>	<b>253,469,900</b>	<b>253,306,700</b>	<b>245,991,200</b>	<b>(7,315,500)</b>	<b>(2.9)</b>
3100	Grants and Capital Injections to Statutory Boards	–	–	–	245,991,200	245,991,200	n.a.
3200	Grants and Capital Injections to Educational Institutions	265,137,331	253,469,900	253,306,700	–	(253,306,700)	(100.0)
	<i>TRANSFERS</i>	10,202,415	10,618,000	10,120,900	12,460,400	2,339,500	23.1
3500	Social Transfers to Individuals	10,202,415	10,618,000	10,120,900	12,460,400	2,339,500	23.1
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>1,473,488</b>	<b>1,567,000</b>	<b>1,556,900</b>	<b>1,756,000</b>	<b>199,100</b>	<b>12.8</b>
4600	Loans and Advances (Disbursement)	1,473,488	1,567,000	1,556,900	1,756,000	199,100	12.8
	<b>DEVELOPMENT ESTIMATES</b>						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>64,264</b>	<b>4,601,600</b>	<b>1,456,900</b>	<b>4,024,900</b>	<b>2,568,000</b>	<b>176.3</b>
5200	Grants and Capital Injections to Organisations	64,264	4,601,600	1,456,900	4,024,900	2,568,000	176.3

## SINGAPORE UNIVERSITY OF SOCIAL SCIENCES PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the Singapore University of Social Sciences (SUSS). SUSS provides an applied education for school leavers and adult learners in the domain of social sciences, focusing on human and community development.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	FY2025
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
K-R	<b>SINGAPORE UNIVERSITY OF SOCIAL SCIENCES PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>114,234,739</b>	<b>127,873,200</b>	<b>137,068,900</b>	<b>154,570,900</b>	<b>17,502,000</b>	<b>12.8</b>
	<b>MAIN ESTIMATES</b>						
	<b>OPERATING EXPENDITURE</b>	<b>112,274,509</b>	<b>126,100,900</b>	<b>133,743,800</b>	<b>141,771,200</b>	<b>8,027,400</b>	<b>6.0</b>
	<i>RUNNING COSTS</i>	–	–	–	133,625,700	133,625,700	n.a.
	<b>Grants, Transfers and Capital Injections</b>	–	–	–	<b>133,625,700</b>	<b>133,625,700</b>	<b>n.a.</b>
3200	Grants and Capital Injections to Educational Institutions	–	–	–	133,625,700	133,625,700	n.a.
	<b>TRANSFERS</b>	<b>112,274,509</b>	<b>126,100,900</b>	<b>133,743,800</b>	<b>8,145,500</b>	<b>(125,598,300)</b>	<b>(93.9)</b>
3500	Social Transfers to Individuals	5,047,632	8,257,200	6,646,600	8,145,500	1,498,900	22.6
3600	Transfers to Institutions and Organisations	107,226,877	117,843,700	127,097,200	–	(127,097,200)	(100.0)
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>7,710,700</b>	<b>8,140,800</b>	<b>8,554,700</b>	<b>8,268,000</b>	<b>(286,700)</b>	<b>(3.4)</b>
4600	Loans and Advances (Disbursement)	7,710,700	8,140,800	8,554,700	8,268,000	(286,700)	(3.4)
	<b>DEVELOPMENT ESTIMATES</b>						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>1,960,229</b>	<b>1,772,300</b>	<b>3,325,100</b>	<b>12,799,700</b>	<b>9,474,600</b>	<b>284.9</b>
5200	Grants and Capital Injections to Organisations	1,960,229	1,772,300	3,325,100	12,799,700	9,474,600	284.9

## SINGAPORE MANAGEMENT UNIVERSITY PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the Singapore Management University (SMU). SMU is a specialised university with seven schools offering undergraduate degree programmes in law, accountancy, business management, economics, information systems, computer science, computing and law, social sciences and integrative studies.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	FY2025
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
<b>K-S</b>	<b>SINGAPORE MANAGEMENT UNIVERSITY PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>225,712,380</b>	<b>205,988,100</b>	<b>218,258,600</b>	<b>205,252,200</b>	<b>(13,006,400)</b>	<b>(6.0)</b>
	MAIN ESTIMATES						
	<b>OPERATING EXPENDITURE</b>	<b>225,712,380</b>	<b>205,988,100</b>	<b>218,258,600</b>	<b>205,252,200</b>	<b>(13,006,400)</b>	<b>(6.0)</b>
	<i>RUNNING COSTS</i>	–	–	–	187,849,400	187,849,400	n.a.
	<b>Grants, Transfers and Capital Injections</b>	–	–	–	<b>187,849,400</b>	<b>187,849,400</b>	<b>n.a.</b>
3200	Grants and Capital Injections to Educational Institutions	–	–	–	187,849,400	187,849,400	n.a.
	<b>TRANSFERS</b>	<b>225,712,380</b>	<b>205,988,100</b>	<b>218,258,600</b>	<b>17,402,800</b>	<b>(200,855,800)</b>	<b>(92.0)</b>
3500	Social Transfers to Individuals	12,003,752	16,157,000	13,954,800	16,464,100	2,509,300	18.0
3600	Transfers to Institutions and Organisations	213,708,628	189,831,100	204,303,800	938,700	(203,365,100)	(99.5)
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>24,695,224</b>	<b>24,626,000</b>	<b>20,016,000</b>	<b>21,814,300</b>	<b>1,798,300</b>	<b>9.0</b>
4600	Loans and Advances (Disbursement)	24,695,224	24,626,000	20,016,000	21,814,300	1,798,300	9.0

## 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 a suite of diploma and degree programmes in fine art, design, performing arts, and arts management.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	% Change
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
<b>K-T NANYANG ACADEMY OF FINE ARTS PROGRAMME</b>							
	<b>TOTAL EXPENDITURE</b>	<b>25,847,234</b>	<b>30,524,100</b>	<b>31,738,300</b>	<b>28,569,400</b>	<b>(3,168,900)</b>	<b>(10.0)</b>
<b>MAIN ESTIMATES</b>							
	<b>OPERATING EXPENDITURE</b>	<b>25,847,234</b>	<b>28,281,600</b>	<b>27,541,800</b>	<b>28,569,400</b>	<b>1,027,600</b>	<b>3.7</b>
	<i>RUNNING COSTS</i>	–	–	–	26,327,900	26,327,900	n.a.
	<b>Grants, Transfers and Capital Injections</b>	–	–	–	<b>26,327,900</b>	<b>26,327,900</b>	<b>n.a.</b>
3200	Grants and Capital Injections to Educational Institutions	–	–	–	26,327,900	26,327,900	n.a.
	<i>TRANSFERS</i>	25,847,234	28,281,600	27,541,800	2,241,500	(25,300,300)	(91.9)
3500	Social Transfers to Individuals	755,450	2,019,400	1,909,800	2,241,500	331,700	17.4
3600	Transfers to Institutions and Organisations	25,091,784	26,262,200	25,632,000	–	(25,632,000)	(100.0)
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>149,211</b>	<b>221,000</b>	<b>281,500</b>	<b>443,600</b>	<b>162,100</b>	<b>57.6</b>
4600	Loans and Advances (Disbursement)	149,211	221,000	281,500	443,600	162,100	57.6
<b>DEVELOPMENT ESTIMATES</b>							
	<b>DEVELOPMENT EXPENDITURE</b>	–	<b>2,242,500</b>	<b>4,196,500</b>	–	<b>(4,196,500)</b>	<b>(100.0)</b>
5200	Grants and Capital Injections to Organisations	–	2,242,500	4,196,500	–	(4,196,500)	(100.0)

## 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, which offers a range of undergraduate and postgraduate programmes in arts and design.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
K-U	<b>LASALLE COLLEGE OF THE ARTS PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>27,435,838</b>	<b>28,280,400</b>	<b>28,058,500</b>	<b>28,906,700</b>	<b>848,200</b>	<b>3.0</b>
	<b>MAIN ESTIMATES</b>						
	<b>OPERATING EXPENDITURE</b>	<b>27,435,838</b>	<b>28,280,400</b>	<b>28,058,500</b>	<b>28,906,700</b>	<b>848,200</b>	<b>3.0</b>
	<b>RUNNING COSTS</b>	–	–	–	26,274,300	26,274,300	n.a.
	<b>Grants, Transfers and Capital Injections</b>	–	–	–	<b>26,274,300</b>	<b>26,274,300</b>	<b>n.a.</b>
3200	Grants and Capital Injections to Educational Institutions	–	–	–	26,274,300	26,274,300	n.a.
	<b>TRANSFERS</b>	<b>27,435,838</b>	<b>28,280,400</b>	<b>28,058,500</b>	<b>2,632,400</b>	<b>(25,426,100)</b>	<b>(90.6)</b>
3500	Social Transfers to Individuals	2,078,700	2,308,800	2,242,800	2,632,400	389,600	17.4
3600	Transfers to Institutions and Organisations	25,357,138	25,971,600	25,815,700	–	(25,815,700)	(100.0)
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>270,308</b>	<b>284,000</b>	<b>597,900</b>	<b>795,900</b>	<b>198,000</b>	<b>33.1</b>
4600	Loans and Advances (Disbursement)	270,308	284,000	597,900	795,900	198,000	33.1

## 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 while leveraging problem-based learning.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	FY2025
		FY2024	FY2025	FY2025	FY2026		
<b>K-V REPUBLIC POLYTECHNIC PROGRAMME</b>							
	<b>TOTAL EXPENDITURE</b>	<b>249,988,669</b>	<b>257,884,900</b>	<b>265,314,300</b>	<b>267,354,800</b>	<b>2,040,500</b>	<b>0.8</b>
<b>MAIN ESTIMATES</b>							
	<b>OPERATING EXPENDITURE</b>	<b>247,032,516</b>	<b>257,796,200</b>	<b>265,314,300</b>	<b>267,354,800</b>	<b>2,040,500</b>	<b>0.8</b>
	<i>RUNNING COSTS</i>	236,819,436	245,582,900	252,720,300	252,573,100	(147,200)	0.0
	<b>Grants, Transfers and Capital Injections</b>	<b>236,819,436</b>	<b>245,582,900</b>	<b>252,720,300</b>	<b>252,573,100</b>	<b>(147,200)</b>	<b>0.0</b>
3100	Grants and Capital Injections to Statutory Boards	—	—	—	252,573,100	252,573,100	n.a.
3200	Grants and Capital Injections to Educational Institutions	236,819,436	245,582,900	252,720,300	—	(252,720,300)	(100.0)
	<i>TRANSFERS</i>	10,213,080	12,213,300	12,594,000	14,781,700	2,187,700	17.4
3500	Social Transfers to Individuals	10,213,080	12,213,300	12,594,000	14,781,700	2,187,700	17.4
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>1,986,300</b>	<b>2,152,000</b>	<b>1,767,200</b>	<b>2,061,000</b>	<b>293,800</b>	<b>16.6</b>
4600	Loans and Advances (Disbursement)	1,986,300	2,152,000	1,767,200	2,061,000	293,800	16.6
<b>DEVELOPMENT ESTIMATES</b>							
	<b>DEVELOPMENT EXPENDITURE</b>	<b>2,956,152</b>	<b>88,700</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>n.a.</b>
5200	Grants and Capital Injections to Organisations	2,956,152	88,700	—	—	—	n.a.

## SINGAPORE EXAMINATIONS AND ASSESSMENT BOARD PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the 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	Estimated	Revised	Estimated	Change Over Revised FY2025	\$	%
		FY2024	FY2025	FY2025	FY2026			
K-W	<b>SINGAPORE EXAMINATIONS AND ASSESSMENT BOARD PROGRAMME</b>							
	<b>TOTAL EXPENDITURE</b>	<b>96,814,617</b>	<b>97,354,700</b>	<b>94,411,600</b>	<b>95,688,000</b>	<b>1,276,400</b>	<b>1.4</b>	
	<b>MAIN ESTIMATES</b>							
	<b>OPERATING EXPENDITURE</b>	<b>96,814,617</b>	<b>97,354,700</b>	<b>94,411,600</b>	<b>95,688,000</b>	<b>1,276,400</b>	<b>1.4</b>	
	<b>RUNNING COSTS</b>	<b>96,814,617</b>	<b>97,354,700</b>	<b>94,411,600</b>	<b>95,688,000</b>	<b>1,276,400</b>	<b>1.4</b>	
	<b>Grants, Transfers and Capital Injections</b>	<b>96,814,617</b>	<b>97,354,700</b>	<b>94,411,600</b>	<b>95,688,000</b>	<b>1,276,400</b>	<b>1.4</b>	
3100	Grants and Capital Injections to Statutory Boards	96,814,617	97,354,700	94,411,600	95,688,000	1,276,400	1.4	

## SINGAPORE UNIVERSITY OF TECHNOLOGY AND DESIGN PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the Singapore University of Technology and Design (SUTD). SUTD is a specialised university, with an interdisciplinary design-focused curriculum.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	% Change
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
<b>K-X</b>	<b>SINGAPORE UNIVERSITY OF TECHNOLOGY AND DESIGN PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>104,060,592</b>	<b>122,287,700</b>	<b>111,466,100</b>	<b>106,107,900</b>	<b>(5,358,200)</b>	<b>(4.8)</b>
	<b>MAIN ESTIMATES</b>						
	<b>OPERATING EXPENDITURE</b>	<b>104,060,592</b>	<b>122,287,700</b>	<b>111,466,100</b>	<b>106,107,900</b>	<b>(5,358,200)</b>	<b>(4.8)</b>
	<i>RUNNING COSTS</i>	–	–	–	94,979,900	94,979,900	n.a.
	<b>Grants, Transfers and Capital Injections</b>	–	–	–	<b>94,979,900</b>	<b>94,979,900</b>	<b>n.a.</b>
3200	Grants and Capital Injections to Educational Institutions	–	–	–	94,979,900	94,979,900	n.a.
	<b>TRANSFERS</b>	<b>104,060,592</b>	<b>122,287,700</b>	<b>111,466,100</b>	<b>11,128,000</b>	<b>(100,338,100)</b>	<b>(90.0)</b>
3500	Social Transfers to Individuals	4,267,313	5,379,400	5,271,100	5,914,400	643,300	12.2
3600	Transfers to Institutions and Organisations	99,793,279	116,908,300	106,195,000	5,213,600	(100,981,400)	(95.1)
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>3,901,700</b>	<b>4,100,000</b>	<b>4,100,000</b>	<b>5,308,100</b>	<b>1,208,100</b>	<b>29.5</b>
4600	Loans and Advances (Disbursement)	3,901,700	4,100,000	4,100,000	5,308,100	1,208,100	29.5

## SINGAPORE INSTITUTE OF TECHNOLOGY PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the Singapore Institute of Technology (SIT). SIT is Singapore's first university of applied learning, offering specialised degree programmes that prepare its graduates to be work-ready professionals.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	% Change
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
<b>K-Y</b>	<b>SINGAPORE INSTITUTE OF TECHNOLOGY PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>308,730,602</b>	<b>352,346,400</b>	<b>330,336,000</b>	<b>328,537,700</b>	<b>(1,798,300)</b>	<b>(0.5)</b>
	MAIN ESTIMATES						
	<b>OPERATING EXPENDITURE</b>	<b>300,623,542</b>	<b>348,219,800</b>	<b>326,072,500</b>	<b>323,840,100</b>	<b>(2,232,400)</b>	<b>(0.7)</b>
	<i>RUNNING COSTS</i>	–	–	–	299,204,400	299,204,400	n.a.
	<b>Grants, Transfers and Capital Injections</b>	–	–	–	<b>299,204,400</b>	<b>299,204,400</b>	<b>n.a.</b>
3200	Grants and Capital Injections to Educational Institutions	–	–	–	299,204,400	299,204,400	n.a.
	<b>TRANSFERS</b>	<b>300,623,542</b>	<b>348,219,800</b>	<b>326,072,500</b>	<b>24,635,700</b>	<b>(301,436,800)</b>	<b>(92.4)</b>
3500	Social Transfers to Individuals	8,246,111	22,120,000	18,517,600	23,469,300	4,951,700	26.7
3600	Transfers to Institutions and Organisations	292,377,431	326,099,800	307,554,900	1,166,400	(306,388,500)	(99.6)
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>23,279,024</b>	<b>24,120,000</b>	<b>22,770,000</b>	<b>24,739,000</b>	<b>1,969,000</b>	<b>8.6</b>
4600	Loans and Advances (Disbursement)	23,279,024	24,120,000	22,770,000	24,739,000	1,969,000	8.6
	DEVELOPMENT ESTIMATES						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>8,107,060</b>	<b>4,126,600</b>	<b>4,263,500</b>	<b>4,697,600</b>	<b>434,100</b>	<b>10.2</b>
5200	Grants and Capital Injections to Organisations	8,107,060	4,126,600	4,263,500	4,697,600	434,100	10.2

## 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	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
K-Z	<b>SKILLSFUTURE SINGAPORE PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>375,677,524</b>	<b>441,149,900</b>	<b>409,850,800</b>	<b>438,136,800</b>	<b>28,286,000</b>	<b>6.9</b>
	<b>MAIN ESTIMATES</b>						
	<b>OPERATING EXPENDITURE</b>	<b>371,008,969</b>	<b>440,089,100</b>	<b>406,861,900</b>	<b>437,439,000</b>	<b>30,577,100</b>	<b>7.5</b>
	<b>RUNNING COSTS</b>	<b>218,629,667</b>	<b>233,363,600</b>	<b>240,736,800</b>	<b>437,439,000</b>	<b>196,702,200</b>	<b>81.7</b>
	<b>Grants, Transfers and Capital Injections</b>	<b>218,629,667</b>	<b>233,363,600</b>	<b>240,736,800</b>	<b>437,439,000</b>	<b>196,702,200</b>	<b>81.7</b>
3100	Grants and Capital Injections to Statutory Boards	215,226,797	227,707,700	235,106,000	252,389,600	17,283,600	7.4
3200	Grants and Capital Injections to Educational Institutions	3,402,870	5,655,900	5,630,800	185,049,400	179,418,600	n.a.
	<b>TRANSFERS</b>	<b>152,379,302</b>	<b>206,725,500</b>	<b>166,125,100</b>	<b>–</b>	<b>(166,125,100)</b>	<b>(100.0)</b>
3600	Transfers to Institutions and Organisations	152,379,302	206,725,500	166,125,100	–	(166,125,100)	(100.0)
	<b>DEVELOPMENT ESTIMATES</b>						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>4,668,555</b>	<b>1,060,800</b>	<b>2,988,900</b>	<b>697,800</b>	<b>(2,291,100)</b>	<b>(76.7)</b>
5200	Grants and Capital Injections to Organisations	4,668,555	1,060,800	2,988,900	697,800	(2,291,100)	(76.7)

## UNIVERSITY OF THE ARTS SINGAPORE PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the University of the Arts Singapore (UAS). UAS is a government-supported private arts university that comprises an alliance between the LASALLE College of the Arts (LASALLE) and Nanyang Academy of Fine Arts (NAFA) as constituent members of UAS, and a central coordinating body, UAS Ltd. UAS Ltd validates, confers and awards degrees offered by both LASALLE and NAFA, and provides some centralised services to constituent members.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised	Revised
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
<b>K-1 UNIVERSITY OF THE ARTS SINGAPORE PROGRAMME</b>							
	<b>TOTAL EXPENDITURE</b>	<b>14,677,603</b>	<b>18,765,700</b>	<b>17,578,800</b>	<b>14,633,600</b>	<b>(2,945,200)</b>	<b>(16.8)</b>
	MAIN ESTIMATES						
	<b>OPERATING EXPENDITURE</b>	<b>13,125,227</b>	<b>15,081,000</b>	<b>14,256,700</b>	<b>14,633,600</b>	<b>376,900</b>	<b>2.6</b>
	<i>RUNNING COSTS</i>	–	–	–	14,633,600	14,633,600	<i>n.a.</i>
	<b>Grants, Transfers and Capital Injections</b>	–	–	–	<b>14,633,600</b>	<b>14,633,600</b>	<b>n.a.</b>
3200	Grants and Capital Injections to Educational Institutions	–	–	–	14,633,600	14,633,600	<i>n.a.</i>
	<i>TRANSFERS</i>	13,125,227	15,081,000	14,256,700	–	(14,256,700)	(100.0)
3600	Transfers to Institutions and Organisations	13,125,227	15,081,000	14,256,700	–	(14,256,700)	(100.0)
	DEVELOPMENT ESTIMATES						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>1,552,375</b>	<b>3,684,700</b>	<b>3,322,100</b>	–	<b>(3,322,100)</b>	<b>(100.0)</b>
5200	Grants and Capital Injections to Organisations	1,552,375	3,684,700	3,322,100	–	(3,322,100)	(100.0)



## PROGRAMME DETAILS

Head L

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Ministry of Sustainability and the Environment



## ADMINISTRATION PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the Ministry of Sustainability and the Environment (MSE) HQ. Its function is to provide overall policy direction for the Statutory Boards and support services to the departments of MSE, as well as build capability on sustainability matters. The Ministry HQ also advances Singapore's interests and international standing on matters relating to the environment, sustainability, water and food policies.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025		
		FY2024	FY2025	FY2025	FY2026			
		\$	\$	\$	\$	\$	%	
<b>L-A ADMINISTRATION PROGRAMME</b>								
	<b>TOTAL EXPENDITURE</b>	<b>325,402,893</b>	<b>458,083,800</b>	<b>388,459,800</b>	<b>417,151,200</b>	<b>28,691,400</b>	<b>7.4</b>	
<b>MAIN ESTIMATES</b>								
	<b>OPERATING EXPENDITURE</b>	<b>319,640,243</b>	<b>439,130,700</b>	<b>384,097,000</b>	<b>393,056,500</b>	<b>8,959,500</b>	<b>2.3</b>	
	<i>RUNNING COSTS</i>	314,756,365	433,482,900	378,393,800	387,160,900	8,767,100	2.3	
	<b>Expenditure on Manpower</b>	<b>45,612,147</b>	<b>46,456,400</b>	<b>48,055,200</b>	<b>56,765,900</b>	<b>8,710,700</b>	<b>18.1</b>	
1200	Political Appointments	2,579,009	3,082,400	3,063,100	2,733,200	(329,900)	(10.8)	
1500	Permanent Staff	42,949,169	43,314,000	44,882,100	53,922,700	9,040,600	20.1	
1600	Temporary, Daily-Rated and Other Staff	83,970	60,000	110,000	110,000	—	—	
	<b>Other Operating Expenditure</b>	<b>267,772,926</b>	<b>384,820,500</b>	<b>328,725,000</b>	<b>328,295,700</b>	<b>(429,300)</b>	<b>(0.1)</b>	
2100	Consumption of Products and Services	261,732,876	378,143,100	322,095,500	317,684,700	(4,410,800)	(1.4)	
2200	Maintenance	—	—	—	5,265,600	5,265,600	n.a.	
2300	Staff Development and Well-Being	—	—	—	1,179,500	1,179,500	n.a.	
2300A	Manpower Development	834,005	1,136,000	1,164,200	—	(1,164,200)	(100.0)	
2400	International and Public Relations, Communications	5,157,398	5,477,400	5,106,200	3,418,100	(1,688,100)	(33.1)	
2700	Asset Acquisition	40,918	64,000	359,100	747,800	388,700	108.2	
2800	Miscellaneous	7,730	—	—	—	—	n.a.	
	<b>Grants, Transfers and Capital Injections</b>	<b>1,371,292</b>	<b>2,206,000</b>	<b>1,613,600</b>	<b>2,099,300</b>	<b>485,700</b>	<b>30.1</b>	
3200	Grants and Capital Injections to Educational Institutions	971,998	1,853,300	1,260,900	1,760,000	499,100	39.6	
3400	Grants and Capital Injections to Others	399,294	352,700	352,700	339,300	(13,400)	(3.8)	
	<b>TRANSFERS</b>	<b>4,883,879</b>	<b>5,647,800</b>	<b>5,703,200</b>	<b>5,895,600</b>	<b>192,400</b>	<b>3.4</b>	
3600	Transfers to Institutions and Organisations	303,437	1,010,500	860,600	900,600	40,000	4.6	
3800	International Organisations and Overseas Development Assistance	4,580,442	4,637,300	4,842,600	4,995,000	152,400	3.1	
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>11,253</b>	<b>2,883,000</b>	<b>2,883,000</b>	<b>34,000</b>	<b>(2,849,000)</b>	<b>(98.8)</b>	
4600	Loans and Advances (Disbursement)	11,253	2,883,000	2,883,000	34,000	(2,849,000)	(98.8)	

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
DEVELOPMENT ESTIMATES							
5100	DEVELOPMENT EXPENDITURE	5,762,649	18,953,100	4,362,800	24,094,700	19,731,900	452.3
	Government Development	5,762,649	18,953,100	4,362,800	24,094,700	19,731,900	452.3

## Manpower

Category/Personnel	Actual	Estimated	Revised	Estimated
	FY2024	FY2025	FY2025	FY2026
Political Appointments	4	4	4	4
Permanent Staff	246	245	236	257
<b>TOTAL</b>	<b>250</b>	<b>249</b>	<b>240</b>	<b>261</b>

## PUBLIC UTILITIES BOARD PROGRAMME

### PROGRAMME DESCRIPTION

This programme covers the drainage and sewerage aspects of the Public Utilities Board's (PUB) operations (development, operations and maintenance of drainage systems, and development of sewerage reticulation systems) and regulatory functions under the Sewerage and Drainage Act. It also includes the Active, Beautiful, Clean Waters (ABC Waters) programme which aims to remake our waterways, reservoirs and parks into aesthetically pleasing, vibrant and exciting lifestyle attractions for everyone to enjoy. PUB also oversees and drives Whole-of-Government efforts in reviewing, developing, and implementing coastal protection plans to protect Singapore against rising sea levels.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
L-G	<b>PUBLIC UTILITIES BOARD PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>976,321,569</b>	<b>885,231,400</b>	<b>997,823,200</b>	<b>1,083,698,400</b>	<b>85,875,200</b>	<b>8.6</b>
	<b>MAIN ESTIMATES</b>						
	<b>OPERATING EXPENDITURE</b>	<b>512,461,709</b>	<b>539,409,400</b>	<b>557,005,500</b>	<b>573,606,600</b>	<b>16,601,100</b>	<b>3.0</b>
	<i>RUNNING COSTS</i>	512,461,709	539,409,400	557,005,500	573,606,600	16,601,100	3.0
	<b>Grants, Transfers and Capital Injections</b>	<b>512,461,709</b>	<b>539,409,400</b>	<b>557,005,500</b>	<b>573,606,600</b>	<b>16,601,100</b>	<b>3.0</b>
3100	Grants and Capital Injections to Statutory Boards	512,461,709	539,409,400	557,005,500	573,606,600	16,601,100	3.0
	<b>DEVELOPMENT ESTIMATES</b>						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>463,859,860</b>	<b>345,822,000</b>	<b>440,817,700</b>	<b>510,091,800</b>	<b>69,274,100</b>	<b>15.7</b>
5100	Government Development	462,506,058	344,353,500	439,349,100	508,815,600	69,466,500	15.8
5200	Grants and Capital Injections to Organisations	1,353,802	1,468,500	1,468,600	1,276,200	(192,400)	(13.1)
	<b>OTHER DEVELOPMENT FUND OUTLAYS</b>	<b>15,201,744</b>	<b>5,541,200</b>	<b>5,791,200</b>	<b>9,507,100</b>	<b>3,715,900</b>	<b>64.2</b>
5500	Land-Related Expenditure	15,201,744	5,541,200	5,791,200	9,507,100	3,715,900	64.2

## NATIONAL ENVIRONMENT AGENCY PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the National Environment Agency (NEA). The main role of NEA is to implement policies and conduct operations aimed at ensuring a clean and sustainable environment for Singapore, particularly by maintaining high standards of public health, improving and sustaining a clean environment, promoting sustainability and resource efficiency, providing timely and reliable meteorological services, and encouraging a vibrant hawker culture, in collaboration with NEA's partners and the community.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025		
		FY2024	FY2025	FY2025	FY2026			
\$								
<b>L-H NATIONAL ENVIRONMENT AGENCY PROGRAMME</b>								
<b>TOTAL EXPENDITURE</b>		<b>1,794,234,872</b>	<b>2,535,055,200</b>	<b>2,510,798,800</b>	<b>1,887,373,400</b>	<b>(623,425,400)</b>		
<b>MAIN ESTIMATES</b>								
<b>OPERATING EXPENDITURE</b>		<b>1,704,572,768</b>	<b>1,464,114,100</b>	<b>1,487,660,000</b>	<b>1,655,750,900</b>	<b>168,090,900</b>		
<i>RUNNING COSTS</i>		1,703,028,459	1,462,792,700	1,486,122,900	1,654,429,500	168,306,600		
3100	<b>Grants, Transfers and Capital Injections</b>	<b>1,703,028,459</b>	<b>1,462,792,700</b>	<b>1,486,122,900</b>	<b>1,654,429,500</b>	<b>168,306,600</b>		
	Grants and Capital Injections to Statutory Boards	1,703,028,459	1,462,792,700	1,486,122,900	1,654,429,500	168,306,600		
<i>TRANSFERS</i>		1,544,309	1,321,400	1,537,100	1,321,400	(215,700)		
3800	International Organisations and Overseas Development Assistance	1,544,309	1,321,400	1,537,100	1,321,400	(215,700)		
<b>DEVELOPMENT ESTIMATES</b>								
<b>DEVELOPMENT EXPENDITURE</b>		<b>89,662,104</b>	<b>1,070,941,100</b>	<b>1,023,138,800</b>	<b>231,622,500</b>	<b>(791,516,300)</b>		
5100	Government Development	61,576,241	114,099,200	55,670,600	171,160,400	115,489,800		
5200	Grants and Capital Injections to Organisations	28,085,862	956,841,900	967,468,200	60,462,100	(907,006,100)		
<b>OTHER DEVELOPMENT FUND OUTLAYS</b>		<b>7,032,926</b>	<b>3,632,500</b>	<b>4,356,000</b>	<b>8,360,500</b>	<b>4,004,500</b>		
5500	Land-Related Expenditure	7,032,926	3,632,500	4,356,000	8,360,500	4,004,500		
						91.9		

## SINGAPORE FOOD AGENCY PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the Singapore Food Agency (SFA), which ensures and secures a supply of safe food for Singapore. SFA develops Singapore's food supply through diversifying our sources of supply, stockpiling, global partnerships and promoting the production and consumption of local produce. SFA adopts a science-based risk management approach in developing and administering our national food safety system to assure food safety and protect public health.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025
		FY2024	FY2025	FY2025	FY2026	
		\$	\$	\$	\$	\$
L-I	<b>SINGAPORE FOOD AGENCY PROGRAMME</b>					
	<b>TOTAL EXPENDITURE</b>	<b>206,990,641</b>	<b>246,193,900</b>	<b>309,469,600</b>	<b>304,690,400</b>	<b>(4,779,200)</b> <b>(1.5)</b>
	MAIN ESTIMATES					
	<b>OPERATING EXPENDITURE</b>	<b>190,541,041</b>	<b>213,437,100</b>	<b>293,927,600</b>	<b>268,290,400</b>	<b>(25,637,200)</b> <b>(8.7)</b>
	<i>RUNNING COSTS</i>	187,157,522	209,953,900	290,585,100	265,030,900	(25,554,200) (8.8)
	<b>Grants, Transfers and Capital Injections</b>	<b>187,157,522</b>	<b>209,953,900</b>	<b>290,585,100</b>	<b>265,030,900</b>	<b>(25,554,200)</b> <b>(8.8)</b>
3100	Grants and Capital Injections to Statutory Boards	187,157,522	209,953,900	290,585,100	265,030,900	(25,554,200) (8.8)
	<i>TRANSFERS</i>	3,383,518	3,483,200	3,342,500	3,259,500	(83,000) (2.5)
3800	International Organisations and Overseas Development Assistance	3,383,518	3,483,200	3,342,500	3,259,500	(83,000) (2.5)
	DEVELOPMENT ESTIMATES					
	<b>DEVELOPMENT EXPENDITURE</b>	<b>16,449,600</b>	<b>32,756,800</b>	<b>15,542,000</b>	<b>36,400,000</b>	<b>20,858,000</b> <b>134.2</b>
5100	Government Development	157,600	35,000	230,400	2,117,000	1,886,600 818.8
5200	Grants and Capital Injections to Organisations	16,292,000	32,721,800	15,311,600	34,283,000	18,971,400 123.9



## PROGRAMME DETAILS

Head M

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Ministry of Finance



## FINANCE PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under Ministry of Finance (MOF) headquarters and serves the following functions:

- (a) provide overall policy direction and financial management for the programmes undertaken by the Ministry;
- (b) formulate financial and budgetary policies and allocate resources to government bodies consistent with these policies and national objectives;
- (c) develop and administer fiscal and investment policies to promote national economic, security and social objectives and safeguard national wealth;
- (d) prepare the annual Budget for Parliament's consideration;
- (e) formulate procurement policies to ensure that the government procurement system is open, fair, transparent, and competitive;
- (f) formulate tax policies to sustain the Government's revenue sources while ensuring the competitiveness of the nation's tax regime;
- (g) promote a high-performance government;
- (h) transform the government finance and procurement functions through setting policies and practices, and developing the career and capabilities of finance and procurement officers across the Whole of Government;
- (i) provide oversight on the process of setting accounting standards in Singapore so as to promote confidence in Singapore's financial reporting regime; and
- (j) advise government agencies on development and construction related issues which have significant impact on development cost and time, including professional practice, construction procurement and risk management, technical design and engineering, scheduling and cost estimation, cost and space norms, and life-cycle costing.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised	Revised FY2025
		FY2024	FY2025	FY2025	FY2026		
<b>M-A FINANCE PROGRAMME</b>							
	<b>TOTAL EXPENDITURE</b>	<b>307,131,239</b>	<b>482,428,200</b>	<b>437,753,700</b>	<b>280,272,900</b>	<b>(157,480,800)</b>	<b>(36.0)</b>
<b>MAIN ESTIMATES</b>							
	<b>OPERATING EXPENDITURE</b>	<b>289,319,022</b>	<b>440,937,900</b>	<b>397,164,500</b>	<b>260,709,300</b>	<b>(136,455,200)</b>	<b>(34.4)</b>
	<b>RUNNING COSTS</b>	<b>252,249,799</b>	<b>240,237,900</b>	<b>210,345,200</b>	<b>210,191,600</b>	<b>(153,600)</b>	<b>0.0</b>
	<b>Expenditure on Manpower</b>	<b>73,256,096</b>	<b>82,011,500</b>	<b>83,395,500</b>	<b>93,428,100</b>	<b>10,032,600</b>	<b>12.0</b>
1200	Political Appointments	1,734,559	1,702,000	1,718,300	1,752,600	34,300	2.0
1500	Permanent Staff	71,455,177	80,099,500	81,467,200	91,465,500	9,998,300	12.3
1600	Temporary, Daily-Rated and Other Staff	66,360	210,000	210,000	210,000	-	-

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
\$							
	<b>Other Operating Expenditure</b>	<b>72,385,624</b>	<b>82,640,700</b>	<b>82,340,100</b>	<b>97,643,600</b>	<b>15,303,500</b>	<b>18.6</b>
2100	Consumption of Products and Services	70,736,237	79,826,000	80,404,600	84,570,300	4,165,700	5.2
2200	Maintenance	—	—	—	10,471,200	10,471,200	n.a.
2300	Staff Development and Well-Being	—	—	—	1,865,300	1,865,300	n.a.
2300A	Manpower Development	1,092,569	1,973,400	1,307,600	—	(1,307,600)	(100.0)
2400	International and Public Relations, Communications	174,486	176,400	254,600	339,200	84,600	33.2
2700	Asset Acquisition	347,450	656,000	369,400	392,600	23,200	6.3
2800	Miscellaneous	34,882	8,900	3,900	5,000	1,100	28.2
	<b>Grants, Transfers and Capital Injections</b>	<b>106,608,079</b>	<b>75,585,700</b>	<b>44,609,600</b>	<b>19,119,900</b>	<b>(25,489,700)</b>	<b>(57.1)</b>
3100	Grants and Capital Injections to Statutory Boards	106,608,079	75,442,900	44,475,700	19,117,100	(25,358,600)	(57.0)
3400	Grants and Capital Injections to Others	—	142,800	133,900	2,800	(131,100)	(97.9)
	<b>TRANSFERS</b>	<b>37,069,223</b>	<b>200,700,000</b>	<b>186,819,300</b>	<b>50,517,700</b>	<b>(136,301,600)</b>	<b>(73.0)</b>
3600	Transfers to Institutions and Organisations	1,474,393	2,000,000	2,100,000	4,450,000	2,350,000	111.9
3800	International Organisations and Overseas Development Assistance	35,594,830	198,700,000	184,719,300	46,067,700	(138,651,600)	(75.1)
DEVELOPMENT ESTIMATES							
	<b>DEVELOPMENT EXPENDITURE</b>	<b>17,812,217</b>	<b>41,490,300</b>	<b>40,589,200</b>	<b>19,563,600</b>	<b>(21,025,600)</b>	<b>(51.8)</b>
5100	Government Development	17,812,217	40,087,400	39,186,300	19,563,600	(19,622,700)	(50.1)
5200	Grants and Capital Injections to Organisations	—	1,402,900	1,402,900	—	(1,402,900)	(100.0)

## Manpower

Category/Personnel	Actual	Estimated	Revised	Estimated
	FY2024	FY2025	FY2025	FY2026
Political Appointments	4	4	4	4
Permanent Staff	367	370	395	421
<b>TOTAL</b>	<b>371</b>	<b>374</b>	<b>399</b>	<b>425</b>

## ACCOUNTING SERVICES PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the Accountant-General's Department, which assists the President to protect the Past Reserves of the Government. The department is also responsible for ensuring the integrity of the Government's accounting systems. It sets accounting policies, standards and processes to ensure that the Government's revenue, expenditure, assets and liabilities are properly transacted and accounted for.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025		
		FY2024	FY2025	FY2025	FY2026			
		\$	\$	\$	\$	\$	%	
<b>M-C ACCOUNTING SERVICES PROGRAMME</b>								
	<b>TOTAL EXPENDITURE</b>	<b>60,202,748</b>	<b>95,390,400</b>	<b>111,995,000</b>	<b>93,066,100</b>	<b>(18,928,900)</b>	<b>(16.9)</b>	
<b>MAIN ESTIMATES</b>								
	<b>OPERATING EXPENDITURE</b>	<b>55,922,864</b>	<b>80,013,200</b>	<b>87,917,200</b>	<b>87,923,400</b>	<b>6,200</b>	<b>0.0</b>	
	<i>RUNNING COSTS</i>	55,922,864	80,013,200	87,917,200	87,923,400	6,200	0.0	
	<i>Expenditure on Manpower</i>	<b>30,521,835</b>	<b>31,070,300</b>	<b>33,895,400</b>	<b>37,880,300</b>	<b>3,984,900</b>	<b>11.8</b>	
1500	Permanent Staff	30,318,818	30,840,100	33,665,200	37,643,200	3,978,000	11.8	
1600	Temporary, Daily-Rated and Other Staff	203,017	230,200	230,200	237,100	6,900	3.0	
	<i>Other Operating Expenditure</i>	<b>25,401,029</b>	<b>48,942,900</b>	<b>54,021,800</b>	<b>50,043,100</b>	<b>(3,978,700)</b>	<b>(7.4)</b>	
2100	Consumption of Products and Services	24,463,108	45,776,000	50,860,300	39,245,200	(11,615,100)	(22.8)	
2200	Maintenance	–	–	–	7,508,800	7,508,800	n.a.	
2300	Staff Development and Well-Being	–	–	–	2,495,200	2,495,200	n.a.	
2300A	Manpower Development	1,313,884	2,267,600	2,259,200	–	(2,259,200)	(100.0)	
2400	International and Public Relations, Communications	58,192	275,200	239,800	149,100	(90,700)	(37.8)	
2700	Asset Acquisition	13,763	23,900	9,400	32,600	23,200	246.8	
2800	Miscellaneous	(447,918)	600,200	653,100	612,200	(40,900)	(6.3)	
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>3,459,051,600</b>	<b>5,235,000,000</b>	<b>4,140,000,000</b>	<b>4,361,000,000</b>	<b>221,000,000</b>	<b>5.3</b>	
4200	Expenses on Investments	3,459,051,600	5,235,000,000	4,140,000,000	4,361,000,000	221,000,000	5.3	
<b>DEVELOPMENT ESTIMATES</b>								
	<b>DEVELOPMENT EXPENDITURE</b>	<b>4,279,884</b>	<b>15,377,200</b>	<b>24,077,800</b>	<b>5,142,700</b>	<b>(18,935,100)</b>	<b>(78.6)</b>	
5100	Government Development	4,279,884	15,377,200	24,077,800	5,142,700	(18,935,100)	(78.6)	

**Manpower**

Category/Personnel	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
Permanent Staff	186	213	226	238
<b>TOTAL</b>	<b>186</b>	<b>213</b>	<b>226</b>	<b>238</b>

## SHARED SERVICES PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under VITAL, which provides corporate shared services for the Public Service in the areas of human resources, payroll and claims, finance, officer development management, procurement, travel management, and digitalisation. The department aims to enhance service delivery and achieve efficiency in corporate services through economies of scale, process standardisation, technology, and partnership with key stakeholders.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	%
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
<b>M-G SHARED SERVICES PROGRAMME</b>							
	<b>TOTAL EXPENDITURE</b>	<b>81,322,580</b>	<b>86,641,800</b>	<b>86,846,800</b>	<b>86,464,400</b>	<b>(382,400)</b>	<b>(0.4)</b>
<b>MAIN ESTIMATES</b>							
	<b>OPERATING EXPENDITURE</b>	<b>73,810,380</b>	<b>77,823,100</b>	<b>77,823,100</b>	<b>82,086,400</b>	<b>4,263,300</b>	<b>5.5</b>
	<i>RUNNING COSTS</i>	73,810,380	77,823,100	77,823,100	82,086,400	4,263,300	5.5
	<i>Expenditure on Manpower</i>	<b>51,535,150</b>	<b>53,493,100</b>	<b>53,924,700</b>	<b>59,713,900</b>	<b>5,789,200</b>	<b>10.7</b>
1500	Permanent Staff	51,431,789	53,465,100	53,829,900	59,584,200	5,754,300	10.7
1600	Temporary, Daily-Rated and Other Staff	103,361	28,000	94,800	129,700	34,900	36.8
	<i>Other Operating Expenditure</i>	<b>22,275,230</b>	<b>24,330,000</b>	<b>23,898,400</b>	<b>22,372,500</b>	<b>(1,525,900)</b>	<b>(6.4)</b>
2100	Consumption of Products and Services	20,513,220	22,318,100	22,109,800	19,930,300	(2,179,500)	(9.9)
2200	Maintenance	–	–	–	562,000	562,000	n.a.
2300	Staff Development and Well-Being	–	–	–	1,875,200	1,875,200	n.a.
2300A	Manpower Development	1,245,674	1,907,600	1,641,700	–	(1,641,700)	(100.0)
2400	International and Public Relations, Communications	81,291	84,300	36,400	–	(36,400)	(100.0)
2700	Asset Acquisition	386,797	15,000	110,400	–	(110,400)	(100.0)
2800	Miscellaneous	48,248	5,000	100	5,000	4,900	n.a.
<b>DEVELOPMENT ESTIMATES</b>							
	<b>DEVELOPMENT EXPENDITURE</b>	<b>7,512,200</b>	<b>8,818,700</b>	<b>9,023,700</b>	<b>4,378,000</b>	<b>(4,645,700)</b>	<b>(51.5)</b>
5100	Government Development	7,512,200	8,818,700	9,023,700	4,378,000	(4,645,700)	(51.5)

**Manpower**

Category/Personnel	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
Permanent Staff	559	619	567	622
<b>TOTAL</b>	<b>559</b>	<b>619</b>	<b>567</b>	<b>622</b>

## SINGAPORE CUSTOMS PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under Singapore Customs, which maintains a robust regulatory regime to ensure the integrity of the trading system, and facilitates legitimate trade. The department collects customs duty, excise duty and import Goods and Service Tax (GST) on goods and protects such revenue against evasion. The department also administers the national supply chain security programme and supports Singapore's export controls regime to safeguard Singapore's status as a global trading hub.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025		
		FY2024	FY2025	FY2025	FY2026			
		\$	\$	\$	\$	\$	%	
<b>M-O SINGAPORE CUSTOMS PROGRAMME</b>								
	<b>TOTAL EXPENDITURE</b>	<b>223,294,891</b>	<b>274,861,000</b>	<b>243,724,500</b>	<b>297,547,600</b>	<b>53,823,100</b>	<b>22.1</b>	
<b>MAIN ESTIMATES</b>								
	<b>OPERATING EXPENDITURE</b>	<b>197,743,815</b>	<b>212,839,500</b>	<b>210,447,500</b>	<b>258,016,800</b>	<b>47,569,300</b>	<b>22.6</b>	
	<i>RUNNING COSTS</i>	197,649,511	212,742,300	210,351,100	257,917,500	47,566,400	22.6	
	<i>Expenditure on Manpower</i>	<b>103,232,522</b>	<b>104,440,400</b>	<b>107,125,900</b>	<b>134,386,200</b>	<b>27,260,300</b>	<b>25.4</b>	
1500	Permanent Staff	103,200,587	104,440,400	107,116,200	134,376,500	27,260,300	25.4	
1600	Temporary, Daily-Rated and Other Staff	31,936	–	9,700	9,700	–	–	
	<i>Other Operating Expenditure</i>	<b>94,416,989</b>	<b>108,301,900</b>	<b>103,225,200</b>	<b>123,531,300</b>	<b>20,306,100</b>	<b>19.7</b>	
2100	Consumption of Products and Services	91,045,500	103,711,200	98,122,100	91,232,900	(6,889,200)	(7.0)	
2200	Maintenance	–	–	–	27,297,100	27,297,100	n.a.	
2300	Staff Development and Well-Being	–	–	–	2,899,500	2,899,500	n.a.	
2300A	Manpower Development	2,058,206	2,261,100	3,021,100	–	(3,021,100)	(100.0)	
2400	International and Public Relations, Communications	329,784	361,300	337,200	320,300	(16,900)	(5.0)	
2700	Asset Acquisition	949,943	1,940,200	1,737,800	1,750,500	12,700	0.7	
2800	Miscellaneous	33,556	28,100	7,000	31,000	24,000	342.9	
	<i>TRANSFERS</i>	94,304	97,200	96,400	99,300	2,900	3.0	
3800	International Organisations and Overseas Development Assistance	94,304	97,200	96,400	99,300	2,900	3.0	
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>367</b>	<b>3,300</b>	<b>3,000</b>	<b>3,000</b>	<b>–</b>	<b>–</b>	
4600	Loans and Advances (Disbursement)	367	3,300	3,000	3,000	–	–	
<b>DEVELOPMENT ESTIMATES</b>								
	<b>DEVELOPMENT EXPENDITURE</b>	<b>25,551,076</b>	<b>62,021,500</b>	<b>33,277,000</b>	<b>39,530,800</b>	<b>6,253,800</b>	<b>18.8</b>	
5100	Government Development	25,551,076	62,021,500	33,277,000	39,530,800	6,253,800	18.8	

**Manpower**

Category/Personnel	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
Permanent Staff	1,025	1,025	910	948
<b>TOTAL</b>	<b>1,025</b>	<b>1,025</b>	<b>910</b>	<b>948</b>

## INLAND REVENUE AUTHORITY OF SINGAPORE PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the Inland Revenue Authority of Singapore, which is the main tax administration agency in Singapore. It administers, assesses, collects, and enforces the payment of income tax, property tax, GST, stamp duty, betting duty, and private lotteries duty. It also advises the Government and represents Singapore internationally on matters relating to taxation.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
M-P	INLAND REVENUE AUTHORITY OF SINGAPORE PROGRAMME						
	<b>TOTAL EXPENDITURE</b>	<b>604,775,900</b>	<b>609,998,000</b>	<b>600,554,900</b>	<b>563,570,700</b>	<b>(36,984,200)</b>	<b>(6.2)</b>
	MAIN ESTIMATES						
	<b>OPERATING EXPENDITURE</b>	<b>604,775,900</b>	<b>609,998,000</b>	<b>600,554,900</b>	<b>563,570,700</b>	<b>(36,984,200)</b>	<b>(6.2)</b>
	<i>RUNNING COSTS</i>	<i>604,775,900</i>	<i>609,998,000</i>	<i>600,554,900</i>	<i>563,570,700</i>	<i>(36,984,200)</i>	<i>(6.2)</i>
	<i>Other Operating Expenditure</i>	<i>604,775,900</i>	<i>609,998,000</i>	<i>600,554,900</i>	<i>563,570,700</i>	<i>(36,984,200)</i>	<i>(6.2)</i>
2100	Consumption of Products and Services	604,775,900	609,998,000	600,554,900	563,570,700	(36,984,200)	(6.2)



## PROGRAMME DETAILS

Head N

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Ministry of Foreign Affairs



## FOREIGN AFFAIRS PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the Ministry of Foreign Affairs. The major functions of the Ministry include advising the Government on international developments and assisting in the formulation, implementation, and representation of foreign policy. These functions relate to both countries as well as international organisations. The Ministry also provides consular services to Singaporeans abroad. In addition, the Ministry manages the Singapore Cooperation Programme, incoming and outgoing official visits, and the administration of diplomatic privileges and immunities. It also contributes to international organisations such as the United Nations, Association of South East Asian Nations (ASEAN), Commonwealth, and Asia-Pacific Economic Cooperation (APEC), as well as peacekeeping operations.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025		
		FY2024	FY2025	FY2025	FY2026			
		\$	\$	\$	\$	\$	%	
<b>N-A FOREIGN AFFAIRS PROGRAMME</b>								
	<b>TOTAL EXPENDITURE</b>	<b>534,287,513</b>	<b>597,773,800</b>	<b>586,273,800</b>	<b>644,652,500</b>	<b>58,378,700</b>	<b>10.0</b>	
<b>MAIN ESTIMATES</b>								
	<b>OPERATING EXPENDITURE</b>	<b>518,070,853</b>	<b>561,173,800</b>	<b>550,173,800</b>	<b>597,952,500</b>	<b>47,778,700</b>	<b>8.7</b>	
	<i>RUNNING COSTS</i>	427,841,081	464,947,000	457,597,200	498,914,200	41,317,000	9.0	
	<i>Expenditure on Manpower</i>	<b>238,751,791</b>	<b>261,069,100</b>	<b>263,411,700</b>	<b>280,404,300</b>	<b>16,992,600</b>	<b>6.5</b>	
1200	Political Appointments	1,903,074	2,009,600	2,339,900	2,035,200	(304,700)	(13.0)	
1500	Permanent Staff	214,423,485	231,685,800	237,784,300	253,338,300	15,554,000	6.5	
1600	Temporary, Daily-Rated and Other Staff	22,425,232	27,373,700	23,287,500	25,030,800	1,743,300	7.5	
	<i>Other Operating Expenditure</i>	<b>189,089,290</b>	<b>203,877,900</b>	<b>194,185,500</b>	<b>218,509,900</b>	<b>24,324,400</b>	<b>12.5</b>	
2100	Consumption of Products and Services	146,231,944	158,044,600	144,172,100	179,251,000	35,078,900	24.3	
2200	Maintenance	—	—	—	21,342,400	21,342,400	n.a.	
2300	Staff Development and Well-Being	—	—	—	9,451,600	9,451,600	n.a.	
2300A	Manpower Development	9,444,027	11,039,200	12,386,300	—	(12,386,300)	(100.0)	
2400	International and Public Relations, Communications	27,203,237	26,128,600	27,757,300	5,175,500	(22,581,800)	(81.4)	
2700	Asset Acquisition	3,321,154	5,528,300	6,453,000	735,600	(5,717,400)	(88.6)	
2800	Miscellaneous	2,888,929	3,137,200	3,416,800	2,553,800	(863,000)	(25.3)	
	<i>TRANSFERS</i>	90,229,772	96,226,800	92,576,600	99,038,300	6,461,700	7.0	
3600	Transfers to Institutions and Organisations	8,495,891	9,630,900	10,775,300	11,029,900	254,600	2.4	
3800	International Organisations and Overseas Development Assistance	81,733,881	86,595,900	81,801,300	88,008,400	6,207,100	7.6	
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>5,317,791</b>	<b>15,000,000</b>	<b>15,000,000</b>	<b>16,450,000</b>	<b>1,450,000</b>	<b>9.7</b>	
4600	Loans and Advances (Disbursement)	5,317,791	15,000,000	15,000,000	16,450,000	1,450,000	9.7	

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
DEVELOPMENT ESTIMATES							
5100	DEVELOPMENT EXPENDITURE	16,216,660	36,600,000	36,100,000	46,700,000	10,600,000	29.4
	Government Development	16,216,660	36,600,000	36,100,000	46,700,000	10,600,000	29.4

## Manpower

Category/Personnel	Actual	Estimated	Revised	Estimated
	FY2024	FY2025	FY2025	FY2026
Political Appointments	3	3	3	4
Permanent Staff	1,026	1,163	1,101	1,189
Temporary, Daily-Rated & Other Staff	499	554	507	527
<b>TOTAL</b>	<b>1,528</b>	<b>1,720</b>	<b>1,611</b>	<b>1,720</b>

## PROGRAMME DETAILS

Head O

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Ministry of Health



## MINISTRY OF HEALTH HEADQUARTERS PROGRAMME

### PROGRAMME DESCRIPTION

The functions carried out under this programme include the formulation of national policies on health and ageing, systems planning and governance, healthcare manpower planning and development, research, and corporate functions at MOH headquarters, such as financial and personnel administration, corporate communications, community engagement, as well as information management and systems development for the Ministry and its Statutory Boards.

The programme also includes the provision of funding for the regulation of healthcare establishments, monitoring of clinical quality and standards, measurement of healthcare performance, investigation of complaints (including complaints against non-healthcare establishments), emergency and pandemic preparedness. It also includes the provision of analytical and laboratory expertise by the Health Sciences Authority (HSA) to support health and non-health regulatory and compliance agencies in safeguarding public health and to protect and advance national health and safety in terms of regulation in health products and blood supply.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025		
		FY2024	FY2025	FY2025	FY2026			
		\$	\$	\$	\$	\$	%	
<b>O-A MINISTRY OF HEALTH HEADQUARTERS PROGRAMME</b>								
	<b>TOTAL EXPENDITURE</b>	<b>3,875,221,134</b>	<b>4,504,584,100</b>	<b>3,881,501,200</b>	<b>3,831,735,800</b>	<b>(49,765,400)</b>	<b>(1.3)</b>	
<b>MAIN ESTIMATES</b>								
	<b>OPERATING EXPENDITURE</b>	<b>3,553,421,915</b>	<b>4,244,697,800</b>	<b>3,618,649,500</b>	<b>3,535,000,200</b>	<b>(83,649,300)</b>	<b>(2.3)</b>	
	<i>RUNNING COSTS</i>	2,016,944,441	2,487,963,400	1,595,893,500	1,578,246,200	(17,647,300)	(1.1)	
	<i>Expenditure on Manpower</i>	<b>250,601,995</b>	<b>281,563,200</b>	<b>183,864,100</b>	<b>181,992,300</b>	<b>(1,871,800)</b>	<b>(1.0)</b>	
1200	Political Appointments	1,694,773	1,796,700	2,055,600	2,117,300	61,700	3.0	
1500	Permanent Staff	248,678,748	279,577,100	181,331,800	179,385,200	(1,946,600)	(1.1)	
1600	Temporary, Daily-Rated and Other Staff	228,473	189,400	476,700	489,800	13,100	2.7	
	<i>Other Operating Expenditure</i>	<b>942,993,277</b>	<b>969,786,900</b>	<b>532,656,200</b>	<b>494,201,700</b>	<b>(38,454,500)</b>	<b>(7.2)</b>	
2100	Consumption of Products and Services	906,889,421	935,260,000	515,188,600	485,841,300	(29,347,300)	(5.7)	
2200	Maintenance	—	—	—	6,422,700	6,422,700	n.a.	
2300	Staff Development and Well-Being	—	—	—	1,867,500	1,867,500	n.a.	
2300A	Manpower Development	4,934,669	4,708,800	4,535,100	—	(4,535,100)	(100.0)	
2400	International and Public Relations, Communications	10,959,222	29,735,100	12,882,100	16,500	(12,865,600)	(99.9)	
2700	Asset Acquisition	20,111,726	45,400	25,000	48,400	23,400	93.6	
2800	Miscellaneous	98,240	37,600	25,400	5,300	(20,100)	(79.1)	
	<b>Grants, Transfers and Capital Injections</b>	<b>823,349,169</b>	<b>1,236,613,300</b>	<b>879,373,200</b>	<b>902,052,200</b>	<b>22,679,000</b>	<b>2.6</b>	
3100	Grants and Capital Injections to Statutory Boards	150,811,868	158,245,200	172,117,700	278,453,300	106,335,600	61.8	
3400	Grants and Capital Injections to Others	672,537,301	1,078,368,100	707,255,500	623,598,900	(83,656,600)	(11.8)	

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
	<i>TRANSFERS</i>	1,536,477,474	1,756,734,400	2,022,756,000	1,956,754,000	(66,002,000)	(3.3)
3500	Social Transfers to Individuals	778,341,150	1,216,574,800	1,128,534,000	1,019,895,100	(108,638,900)	(9.6)
3600	Transfers to Institutions and Organisations	742,810,028	528,739,900	882,982,000	925,115,900	42,133,900	4.8
3800	International Organisations and Overseas Development Assistance	15,326,296	11,419,700	11,240,000	11,743,000	503,000	4.5
	<i>OTHER CONSOLIDATED FUND OUTLAYS</i>	67,565	15,000	15,000	15,000	—	—
4600	Loans and Advances (Disbursement)	67,565	15,000	15,000	15,000	—	—
	<b>DEVELOPMENT ESTIMATES</b>						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>321,799,220</b>	<b>259,886,300</b>	<b>262,851,700</b>	<b>296,735,600</b>	<b>33,883,900</b>	<b>12.9</b>
5100	Government Development	46,078,521	106,835,500	22,924,300	23,767,200	842,900	3.7
5200	Grants and Capital Injections to Organisations	275,720,699	153,050,800	239,927,400	272,968,400	33,041,000	13.8

## Manpower

Category/Personnel	Actual	Estimated	Revised	Estimated
	FY2024	FY2025	FY2025	FY2026
Political Appointments	4	4	4	4
Permanent Staff	1,741	1,361	1,153	1,153
<b>TOTAL</b>	<b>1,745</b>	<b>1,365</b>	<b>1,157</b>	<b>1,157</b>

## SERVICES PROGRAMME

### PROGRAMME DESCRIPTION

This programme comprises:

- (a) Government subsidies in the form of operating subvention to public hospitals and institutions for patient care, manpower development, service innovations and initiatives in support of integrated care; and
- (b) Government subsidies in the form of operating subvention to non-public sector providers such as Social Service Agencies for long-term care services, as well as General Practitioners (GPs) for primary care services.

The operating subvention provided to the healthcare institutions goes towards subsidising patient bills to ensure that Singaporeans have access to good and affordable care that is appropriate to needs.

Aged care services and healthcare services for those in need of continuing care and the terminally ill are provided by Social Service Agencies, clusters and a number of private sector providers with subsidies from Government. The Government subsidies go towards funding the capital and operating costs of community hospitals, chronic sick hospitals, nursing homes, hospices, psychiatric rehabilitation homes, and centre-based/home-based services. Private GPs and other private sector providers who collaborate with MOH also receive funding to provide subsidised care.

In addition, this programme also funds the expansion and development of new clinical and medical capabilities as well as integrated care initiatives to improve patient care in the healthcare institutions and ensure accessibility of care and delivery of appropriate treatment. The operating grants provided to the healthcare institutions go towards funding expansion in capacity and the development of new capabilities in the healthcare sector to meet evolving and expanding healthcare needs.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025			
		FY2024	FY2025	FY2025	FY2026				
\$									
<b>O-D SERVICES PROGRAMME</b>									
<b>TOTAL EXPENDITURE</b>		<b>13,407,335,795</b>	<b>15,469,735,400</b>	<b>15,446,532,900</b>	<b>17,625,058,000</b>	<b>2,178,525,100</b>	<b>14.1</b>		
<b>MAIN ESTIMATES</b>									
<b>OPERATING EXPENDITURE</b>		<b>12,379,028,418</b>	<b>13,753,496,800</b>	<b>13,888,300,400</b>	<b>15,551,719,000</b>	<b>1,663,418,600</b>	<b>12.0</b>		
<b>RUNNING COSTS</b>		<b>1,083,123,965</b>	<b>973,755,600</b>	<b>1,501,113,600</b>	<b>1,430,805,300</b>	<b>(70,308,300)</b>	<b>(4.7)</b>		
<b>Other Operating Expenditure</b>		<b>1,072,936</b>	<b>984,400</b>	<b>61,676,400</b>	<b>35,296,400</b>	<b>(26,380,000)</b>	<b>(42.8)</b>		
2100	Consumption of Products and Services	1,062,255	897,500	61,676,400	35,296,400	(26,380,000)	(42.8)		
2300A	Manpower Development	8,437	–	–	–	–	n.a.		
2400	International and Public Relations, Communications	2,244	86,900	–	–	–	n.a.		

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
	<b>Grants, Transfers and Capital Injections</b>	<b>1,082,051,029</b>	<b>972,771,200</b>	<b>1,439,437,200</b>	<b>1,395,508,900</b>	<b>(43,928,300)</b>	<b>(3.1)</b>
3100	Grants and Capital Injections to Statutory Boards	2,905,467	–	5,268,400	4,921,300	(347,100)	(6.6)
3400	Grants and Capital Injections to Others	1,079,145,562	972,771,200	1,434,168,800	1,390,587,600	(43,581,200)	(3.0)
	<i>TRANSFERS</i>	<i>11,295,904,453</i>	<i>12,779,741,200</i>	<i>12,387,186,800</i>	<i>14,120,913,700</i>	<i>1,733,726,900</i>	<i>14.0</i>
3500	Social Transfers to Individuals	204,810,662	269,718,100	251,482,500	474,693,700	223,211,200	88.8
3600	Transfers to Institutions and Organisations	11,091,093,791	12,510,023,100	12,135,704,300	13,646,220,000	1,510,515,700	12.4
DEVELOPMENT ESTIMATES							
	<b>DEVELOPMENT EXPENDITURE</b>	<b>1,028,307,377</b>	<b>1,716,238,600</b>	<b>1,558,232,500</b>	<b>2,073,339,000</b>	<b>515,106,500</b>	<b>33.1</b>
5100	Government Development	787,154,720	1,384,422,800	1,222,800,000	1,761,842,200	539,042,200	44.1
5200	Grants and Capital Injections to Organisations	241,152,657	331,815,800	335,432,500	311,496,800	(23,935,700)	(7.1)

## HEALTH PROMOTION AND PREVENTIVE HEALTHCARE PROGRAMME

### PROGRAMME DESCRIPTION

Health Promotion and Preventive Healthcare encapsulates policies and programmes that seek to prevent or reduce the incidence and prevalence of ill health, such as the implementation of measures targeting the primary and secondary prevention of diseases.

Primary prevention seeks to prevent the onset and development of diseases, by minimising individuals' exposure to modifiable risk factors. This is achieved through health promotion (e.g. through public education), where individuals are encouraged to adopt healthier lifestyles and behaviour (e.g. encouraging physical activity, healthier diets, immunisation), and the modification of environments to be health-supportive (e.g. increasing the availability of healthier food options, access to health-promoting public facilities).

Secondary prevention aims to promote the early detection and management of diseases. This includes screening and follow-up with medical professionals, as appropriate. This allows for early disease diagnosis, and facilitates treatment and management before the onset of complications which increases morbidity and mortality. At the population level, surveillance and risk assessment facilitate the early detection of and response to emerging trends and patterns of diseases, including identifying and addressing the specific needs of sub-populations (e.g. at-risk individuals, the young, and the elderly), while preparedness programmes prevent the spread of diseases from occurring.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
<b>O-G</b>	<b>HEALTH PROMOTION AND PREVENTIVE HEALTHCARE PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>942,096,498</b>	<b>888,881,400</b>	<b>1,048,058,800</b>	<b>1,046,135,300</b>	<b>(1,923,500)</b>	<b>(0.2)</b>
	<b>MAIN ESTIMATES</b>						
	<b>OPERATING EXPENDITURE</b>	<b>927,160,847</b>	<b>797,117,900</b>	<b>982,931,800</b>	<b>948,643,500</b>	<b>(34,288,300)</b>	<b>(3.5)</b>
	<b>RUNNING COSTS</b>	<b>672,300,746</b>	<b>606,667,100</b>	<b>774,992,400</b>	<b>711,058,700</b>	<b>(63,933,700)</b>	<b>(8.2)</b>
	<b>Other Operating Expenditure</b>	<b>1,517,507</b>	<b>4,940,100</b>	<b>5,486,800</b>	<b>4,302,300</b>	<b>(1,184,500)</b>	<b>(21.6)</b>
2100	Consumption of Products and Services	1,517,507	4,940,100	5,486,800	4,302,300	(1,184,500)	(21.6)
	<b>Grants, Transfers and Capital Injections</b>	<b>670,783,239</b>	<b>601,727,000</b>	<b>769,505,600</b>	<b>706,756,400</b>	<b>(62,749,200)</b>	<b>(8.2)</b>
3100	Grants and Capital Injections to Statutory Boards	510,548,588	517,266,000	702,995,300	678,691,500	(24,303,800)	(3.5)
3400	Grants and Capital Injections to Others	160,234,652	84,461,000	66,510,300	28,064,900	(38,445,400)	(57.8)
	<b>TRANSFERS</b>	<b>254,860,101</b>	<b>190,450,800</b>	<b>207,939,400</b>	<b>237,584,800</b>	<b>29,645,400</b>	<b>14.3</b>
3600	Transfers to Institutions and Organisations	254,860,101	190,450,800	207,939,400	237,584,800	29,645,400	14.3

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025		
		FY2024	FY2025	FY2025	FY2026			
DEVELOPMENT ESTIMATES								
<b>DEVELOPMENT EXPENDITURE</b>		<b>14,935,651</b>	<b>91,763,500</b>	<b>65,127,000</b>	<b>97,491,800</b>	<b>32,364,800</b>	<b>49.7</b>	
5100	Government Development	14,935,651	20,800,000	7,600,000	10,000,000	2,400,000	31.6	
5200	Grants and Capital Injections to Organisations	–	70,963,500	57,527,000	87,491,800	29,964,800	52.1	

## PROGRAMME DETAILS

Head P

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Ministry of Home Affairs



## ADMINISTRATION PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the Ministry of Home Affairs Headquarters. The functions carried out under this programme include the central management and administration of the Ministry, such as the development and review of policies; driving the development of counter-terrorism capabilities; provision of services such as planning, finance, and personnel administration; and the registration of groups under the Societies Act.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025		
		FY2024	FY2025	FY2025	FY2026			
		\$	\$	\$	\$	\$	%	
<b>P-A ADMINISTRATION PROGRAMME</b>								
	<b>TOTAL EXPENDITURE</b>	<b>376,057,691</b>	<b>464,195,400</b>	<b>419,433,200</b>	<b>522,142,500</b>	<b>102,709,300</b>	<b>24.5</b>	
<b>MAIN ESTIMATES</b>								
	<b>OPERATING EXPENDITURE</b>	<b>313,731,565</b>	<b>396,224,700</b>	<b>361,342,500</b>	<b>438,521,600</b>	<b>77,179,100</b>	<b>21.4</b>	
	<i>RUNNING COSTS</i>	312,865,479	396,224,700	360,089,100	436,658,800	76,569,700	21.3	
	<b>Expenditure on Manpower</b>	<b>123,786,539</b>	<b>160,251,000</b>	<b>136,940,900</b>	<b>151,865,100</b>	<b>14,924,200</b>	<b>10.9</b>	
1200	Political Appointments	1,264,873	1,274,800	2,551,700	2,532,500	(19,200)	(0.8)	
1500	Permanent Staff	122,151,785	158,648,800	134,094,400	149,026,000	14,931,600	11.1	
1600	Temporary, Daily-Rated and Other Staff	369,881	327,400	294,800	306,600	11,800	4.0	
	<b>Other Operating Expenditure</b>	<b>185,131,891</b>	<b>233,523,300</b>	<b>217,320,100</b>	<b>277,503,900</b>	<b>60,183,800</b>	<b>27.7</b>	
2100	Consumption of Products and Services	151,308,775	201,532,300	196,358,400	235,028,200	38,669,800	19.7	
2300	Staff Development and Well-Being	–	–	–	19,274,700	19,274,700	n.a.	
2300A	Manpower Development	9,403,326	11,426,300	4,063,000	–	(4,063,000)	(100.0)	
2400	International and Public Relations, Communications	16,112,939	20,546,700	16,895,700	18,920,600	2,024,900	12.0	
2700	Asset Acquisition	8,255,102	18,000	3,000	1,758,600	1,755,600	n.a.	
2800	Miscellaneous	51,750	–	–	2,521,800	2,521,800	n.a.	
	<b>Grants, Transfers and Capital Injections</b>	<b>3,947,049</b>	<b>2,450,400</b>	<b>5,828,100</b>	<b>7,289,800</b>	<b>1,461,700</b>	<b>25.1</b>	
3100	Grants and Capital Injections to Statutory Boards	2,542,969	–	–	–	–	n.a.	
3400	Grants and Capital Injections to Others	1,404,080	2,450,400	5,828,100	7,289,800	1,461,700	25.1	
	<b>TRANSFERS</b>	<b>866,086</b>	<b>–</b>	<b>1,253,400</b>	<b>1,862,800</b>	<b>609,400</b>	<b>48.6</b>	
3600	Transfers to Institutions and Organisations	304,078	–	631,400	1,862,800	1,231,400	195.0	
3800	International Organisations and Overseas Development Assistance	562,009	–	622,000	–	(622,000)	(100.0)	
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>204,751</b>	<b>225,000</b>	<b>233,800</b>	<b>251,000</b>	<b>17,200</b>	<b>7.4</b>	
4600	Loans and Advances (Disbursement)	204,751	225,000	233,800	251,000	17,200	7.4	

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025		
		FY2024	FY2025	FY2025	FY2026			
		\$	\$	\$	\$	\$	%	
DEVELOPMENT ESTIMATES								
	<b>DEVELOPMENT EXPENDITURE</b>	<b>62,326,126</b>	<b>67,970,700</b>	<b>58,090,700</b>	<b>83,620,900</b>	<b>25,530,200</b>	<b>43.9</b>	
5100	Government Development	61,887,391	67,970,700	57,946,600	83,620,900	25,674,300	44.3	
5200	Grants and Capital Injections to Organisations	438,735	–	144,100	–	(144,100)	(100.0)	

## Manpower

Category/Personnel	Actual	Estimated	Revised	Estimated
	FY2024	FY2025	FY2025	FY2026
Political Appointments	4	4	5	5
Permanent Staff	753	766	804	790
<b>TOTAL</b>	<b>757</b>	<b>770</b>	<b>809</b>	<b>795</b>

## POLICE PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the Singapore Police Force. The main functions carried out under this programme include upholding the law; protecting life and property; preventing crime and disorder; detecting and apprehending offenders; and preserving the internal security of Singapore. Other functions include formulating and enforcing road traffic rules and regulations; and testing and licensing motorists.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025		
		FY2024	FY2025	FY2025	FY2026			
		\$	\$	\$	\$	\$	%	
<b>P-C POLICE PROGRAMME</b>								
	<b>TOTAL EXPENDITURE</b>	<b>4,133,075,882</b>	<b>4,389,090,200</b>	<b>4,610,001,300</b>	<b>4,884,213,900</b>	<b>274,212,600</b>	<b>5.9</b>	
<b>MAIN ESTIMATES</b>								
	<b>OPERATING EXPENDITURE</b>	<b>3,828,003,876</b>	<b>4,001,003,100</b>	<b>4,171,833,300</b>	<b>4,173,816,400</b>	<b>1,983,100</b>	<b>0.0</b>	
	<i>RUNNING COSTS</i>	3,822,998,643	3,998,441,600	4,168,067,100	4,166,071,700	(1,995,400)	0.0	
	<b>Expenditure on Manpower</b>	<b>2,056,441,082</b>	<b>2,090,057,600</b>	<b>2,197,189,900</b>	<b>2,258,784,600</b>	<b>61,594,700</b>	<b>2.8</b>	
1500	Permanent Staff	1,917,791,863	1,914,978,600	2,044,255,100	2,120,881,600	76,626,500	3.7	
1600	Temporary, Daily-Rated and Other Staff	138,649,219	175,079,000	152,934,800	137,903,000	(15,031,800)	(9.8)	
	<b>Other Operating Expenditure</b>	<b>1,764,014,809</b>	<b>1,908,384,000</b>	<b>1,970,877,200</b>	<b>1,907,287,100</b>	<b>(63,590,100)</b>	<b>(3.2)</b>	
2100	Consumption of Products and Services	1,628,864,502	1,734,260,900	1,769,864,200	1,373,855,000	(396,009,200)	(22.4)	
2200	Maintenance	–	–	–	405,265,100	405,265,100	n.a.	
2300	Staff Development and Well-Being	–	–	–	80,167,500	80,167,500	n.a.	
2300A	Manpower Development	66,366,102	67,527,200	76,108,200	–	(76,108,200)	(100.0)	
2400	International and Public Relations, Communications	54,194,443	85,795,500	94,004,800	20,499,400	(73,505,400)	(78.2)	
2700	Asset Acquisition	9,758,401	17,339,200	22,511,400	19,675,600	(2,835,800)	(12.6)	
2800	Miscellaneous	4,831,362	3,461,200	8,388,600	7,824,500	(564,100)	(6.7)	
	<b>Grants, Transfers and Capital Injections</b>	<b>2,542,752</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>n.a.</b>	
3400	Grants and Capital Injections to Others	2,542,752	–	–	–	–	n.a.	
	<b>TRANSFERS</b>	<b>5,005,233</b>	<b>2,561,500</b>	<b>3,766,200</b>	<b>7,744,700</b>	<b>3,978,500</b>	<b>105.6</b>	
3600	Transfers to Institutions and Organisations	4,215,000	2,027,500	2,915,000	7,690,400	4,775,400	163.8	
3800	International Organisations and Overseas Development Assistance	790,233	534,000	851,200	54,300	(796,900)	(93.6)	
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>6,999,690</b>	<b>10,071,000</b>	<b>10,011,000</b>	<b>10,076,000</b>	<b>65,000</b>	<b>0.6</b>	
4600	Loans and Advances (Disbursement)	6,999,690	10,071,000	10,011,000	10,076,000	65,000	0.6	

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
DEVELOPMENT ESTIMATES							
5100	DEVELOPMENT EXPENDITURE	305,072,006	388,087,100	438,168,000	710,397,500	272,229,500	62.1
	Government Development	305,072,006	388,087,100	438,168,000	710,397,500	272,229,500	62.1

## Manpower

Category/Personnel	Actual	Estimated	Revised	Estimated
	FY2024	FY2025	FY2025	FY2026
Permanent Staff	13,868	15,375	14,212	15,546
<b>TOTAL</b>	<b>13,868</b>	<b>15,375</b>	<b>14,212</b>	<b>15,546</b>

## CIVIL DEFENCE PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the Singapore Civil Defence Force. The main functions carried out under this programme include the provision of firefighting, rescue, and emergency medical services. Other functions include formulation and enforcement of fire safety regulations; operation of civil defence shelters and the public warning system; and promotion of emergency preparedness through public education.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
P-D	<b>CIVIL DEFENCE PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>787,101,325</b>	<b>752,450,600</b>	<b>859,287,100</b>	<b>940,415,200</b>	<b>81,128,100</b>	<b>9.4</b>
	<b>MAIN ESTIMATES</b>						
	<b>OPERATING EXPENDITURE</b>	<b>687,490,075</b>	<b>667,620,600</b>	<b>768,987,100</b>	<b>765,012,300</b>	<b>(3,974,800)</b>	<b>(0.5)</b>
	<i>RUNNING COSTS</i>	687,358,655	667,488,000	768,854,500	764,866,200	(3,988,300)	(0.5)
	<b>Expenditure on Manpower</b>	<b>438,058,791</b>	<b>414,468,800</b>	<b>495,595,300</b>	<b>465,415,800</b>	<b>(30,179,500)</b>	<b>(6.1)</b>
1500	Permanent Staff	346,156,922	331,584,700	403,051,300	371,926,100	(31,125,200)	(7.7)
1600	Temporary, Daily-Rated and Other Staff	91,901,869	82,884,100	92,544,000	93,489,700	945,700	1.0
	<b>Other Operating Expenditure</b>	<b>245,742,366</b>	<b>249,043,200</b>	<b>269,283,200</b>	<b>295,066,000</b>	<b>25,782,800</b>	<b>9.6</b>
2100	Consumption of Products and Services	214,239,587	216,694,300	236,188,500	194,382,100	(41,806,400)	(17.7)
2200	Maintenance	—	—	—	79,630,800	79,630,800	n.a.
2300	Staff Development and Well-Being	—	—	—	15,655,200	15,655,200	n.a.
2300A	Manpower Development	13,425,654	16,374,500	16,742,500	—	(16,742,500)	(100.0)
2400	International and Public Relations, Communications	9,851,569	11,285,300	11,623,100	1,610,000	(10,013,100)	(86.1)
2700	Asset Acquisition	6,585,321	2,868,200	2,908,200	1,560,300	(1,347,900)	(46.3)
2800	Miscellaneous	1,640,235	1,820,900	1,820,900	2,227,600	406,700	22.3
	<b>Grants, Transfers and Capital Injections</b>	<b>3,557,498</b>	<b>3,976,000</b>	<b>3,976,000</b>	<b>4,384,400</b>	<b>408,400</b>	<b>10.3</b>
3400	Grants and Capital Injections to Others	3,557,498	3,976,000	3,976,000	4,384,400	408,400	10.3
	<b>TRANSFERS</b>	<b>131,420</b>	<b>132,600</b>	<b>132,600</b>	<b>146,100</b>	<b>13,500</b>	<b>10.2</b>
3800	International Organisations and Overseas Development Assistance	131,420	132,600	132,600	146,100	13,500	10.2
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>—</b>	<b>35,000</b>	<b>35,000</b>	<b>35,000</b>	<b>—</b>	<b>—</b>
4600	Loans and Advances (Disbursement)	—	35,000	35,000	35,000	—	—

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
DEVELOPMENT ESTIMATES							
5100	DEVELOPMENT EXPENDITURE	99,611,250	84,830,000	90,300,000	175,402,900	85,102,900	94.2
	Government Development	99,611,250	84,830,000	90,300,000	175,402,900	85,102,900	94.2

## Manpower

Category/Personnel	Actual	Estimated	Revised	Estimated
	FY2024	FY2025	FY2025	FY2026
Permanent Staff	2,754	2,928	2,936	2,918
<b>TOTAL</b>	<b>2,754</b>	<b>2,928</b>	<b>2,936</b>	<b>2,918</b>

## OFFENDER MANAGEMENT AND REHABILITATION PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the Singapore Prison Service. The main functions carried out under this programme include the administration, maintenance, and operation of penal institutions and Drug Rehabilitation Centres for the safe custody and rehabilitation of offenders. Other functions include facilitating the reintegration of offenders; and supporting the families of offenders including through partnerships with the community.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
P-F	OFFENDER MANAGEMENT AND REHABILITATION PROGRAMME						
	<b>TOTAL EXPENDITURE</b>	<b>764,961,400</b>	<b>789,166,500</b>	<b>837,463,900</b>	<b>856,439,700</b>	<b>18,975,800</b>	<b>2.3</b>
	MAIN ESTIMATES						
	<b>OPERATING EXPENDITURE</b>	<b>711,329,024</b>	<b>733,734,500</b>	<b>763,207,300</b>	<b>789,693,800</b>	<b>26,486,500</b>	<b>3.5</b>
	<i>RUNNING COSTS</i>	620,503,851	625,351,500	663,728,100	670,485,900	6,757,800	1.0
	<i>Expenditure on Manpower</i>	<b>333,737,843</b>	<b>328,711,900</b>	<b>348,017,900</b>	<b>345,539,500</b>	<b>(2,478,400)</b>	<b>(0.7)</b>
1500	Permanent Staff	333,564,078	328,526,500	347,838,900	345,355,300	(2,483,600)	(0.7)
1600	Temporary, Daily-Rated and Other Staff	173,765	185,400	179,000	184,200	5,200	2.9
	<i>Other Operating Expenditure</i>	<b>283,876,216</b>	<b>294,970,600</b>	<b>314,041,200</b>	<b>323,277,400</b>	<b>9,236,200</b>	<b>2.9</b>
2100	Consumption of Products and Services	262,767,678	278,645,200	295,667,200	208,555,700	(87,111,500)	(29.5)
2200	Maintenance	–	–	–	100,801,600	100,801,600	n.a.
2300	Staff Development and Well-Being	–	–	–	5,964,000	5,964,000	n.a.
2300A	Manpower Development	8,235,173	9,032,700	8,807,200	–	(8,807,200)	(100.0)
2400	International and Public Relations, Communications	8,768,080	4,656,900	4,777,600	9,000	(4,768,600)	(99.8)
2700	Asset Acquisition	3,080,722	2,127,900	4,264,100	7,381,500	3,117,400	73.1
2800	Miscellaneous	1,024,562	507,900	525,100	565,600	40,500	7.7
	<b>Grants, Transfers and Capital Injections</b>	<b>2,889,792</b>	<b>1,669,000</b>	<b>1,669,000</b>	<b>1,669,000</b>	–	–
3100	Grants and Capital Injections to Statutory Boards	1,081,856	–	–	–	–	n.a.
3400	Grants and Capital Injections to Others	1,807,936	1,669,000	1,669,000	1,669,000	–	–
	<b>TRANSFERS</b>	<b>90,825,173</b>	<b>108,383,000</b>	<b>99,479,200</b>	<b>119,207,900</b>	<b>19,728,700</b>	<b>19.8</b>
3500	Social Transfers to Individuals	71,502,416	77,030,100	66,001,000	88,939,000	22,938,000	34.8
3600	Transfers to Institutions and Organisations	19,312,215	31,341,400	33,467,300	30,258,500	(3,208,800)	(9.6)
3800	International Organisations and Overseas Development Assistance	10,542	11,500	10,900	10,400	(500)	(4.6)

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
DEVELOPMENT ESTIMATES							
5100	DEVELOPMENT EXPENDITURE	53,632,376	55,432,000	74,256,600	66,745,900	(7,510,700)	(10.1)
	Government Development	53,632,376	55,432,000	74,256,600	66,745,900	(7,510,700)	(10.1)

## Manpower

Category/Personnel	Actual	Estimated	Revised	Estimated
	FY2024	FY2025	FY2025	FY2026
Permanent Staff	2,253	2,312	2,242	2,375
<b>TOTAL</b>	<b>2,253</b>	<b>2,312</b>	<b>2,242</b>	<b>2,375</b>

## DRUG ENFORCEMENT PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the Central Narcotics Bureau. The Bureau conducts enforcement against drug traffickers and abusers; carries out preventive drug education for the community and youths in particular; and engages the community to garner support for building a Singapore free from drugs.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025		
		FY2024	FY2025	FY2025	FY2026			
		\$	\$	\$	\$	\$	%	
<b>P-G DRUG ENFORCEMENT PROGRAMME</b>								
	<b>TOTAL EXPENDITURE</b>	<b>219,215,869</b>	<b>215,379,100</b>	<b>245,046,700</b>	<b>264,176,900</b>	<b>19,130,200</b>	<b>7.8</b>	
<b>MAIN ESTIMATES</b>								
	<b>OPERATING EXPENDITURE</b>	<b>206,238,131</b>	<b>202,347,200</b>	<b>226,764,800</b>	<b>225,623,300</b>	<b>(1,141,500)</b>	<b>(0.5)</b>	
	<i>RUNNING COSTS</i>	206,043,964	202,165,200	226,582,800	225,441,300	(1,141,500)	(0.5)	
	<i>Expenditure on Manpower</i>	<b>112,711,369</b>	<b>111,678,200</b>	<b>124,061,600</b>	<b>125,130,300</b>	<b>1,068,700</b>	<b>0.9</b>	
1500	Permanent Staff	112,636,952	111,629,200	123,959,600	125,049,200	1,089,600	0.9	
1600	Temporary, Daily-Rated and Other Staff	74,417	49,000	102,000	81,100	(20,900)	(20.5)	
	<i>Other Operating Expenditure</i>	<b>93,332,596</b>	<b>90,487,000</b>	<b>102,521,200</b>	<b>100,311,000</b>	<b>(2,210,200)</b>	<b>(2.2)</b>	
2100	Consumption of Products and Services	80,818,640	78,998,500	86,979,500	81,759,300	(5,220,200)	(6.0)	
2200	Maintenance	—	—	—	12,591,300	12,591,300	n.a.	
2300	Staff Development and Well-Being	—	—	—	4,917,100	4,917,100	n.a.	
2300A	Manpower Development	3,487,149	2,948,200	2,948,200	—	(2,948,200)	(100.0)	
2400	International and Public Relations, Communications	7,974,178	7,159,800	11,568,300	41,000	(11,527,300)	(99.6)	
2700	Asset Acquisition	817,781	1,167,100	808,300	790,100	(18,200)	(2.3)	
2800	Miscellaneous	234,848	213,400	216,900	212,200	(4,700)	(2.2)	
	<i>TRANSFERS</i>	194,166	182,000	182,000	182,000	—	—	
3600	Transfers to Institutions and Organisations	154,000	154,000	—	—	—	n.a.	
3800	International Organisations and Overseas Development Assistance	40,166	28,000	182,000	182,000	—	—	
<b>DEVELOPMENT ESTIMATES</b>								
	<b>DEVELOPMENT EXPENDITURE</b>	<b>12,977,739</b>	<b>13,031,900</b>	<b>18,281,900</b>	<b>38,553,600</b>	<b>20,271,700</b>	<b>110.9</b>	
5100	Government Development	12,977,739	13,031,900	18,281,900	38,553,600	20,271,700	110.9	

**Manpower**

Category/Personnel	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
Permanent Staff	851	901	891	958
<b>TOTAL</b>	<b>851</b>	<b>901</b>	<b>891</b>	<b>958</b>

## IMMIGRATION AND CHECKPOINT CONTROL PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the Immigration & Checkpoints Authority. The main functions carried out under this programme include immigration control and safeguarding Singapore's borders against the entry of undesirable persons, goods and conveyances; administration of laws on immigration, citizenship and national registration; and enforcement against immigration offences.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
P-H	<b>IMMIGRATION AND CHECKPOINT CONTROL PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>1,426,610,337</b>	<b>1,741,444,800</b>	<b>1,785,852,900</b>	<b>2,592,114,200</b>	<b>806,261,300</b>	<b>45.1</b>
	<b>MAIN ESTIMATES</b>						
	<b>OPERATING EXPENDITURE</b>	<b>1,158,934,814</b>	<b>1,212,444,800</b>	<b>1,301,552,900</b>	<b>1,500,019,600</b>	<b>198,466,700</b>	<b>15.2</b>
	<i>RUNNING COSTS</i>	1,158,858,673	1,212,044,800	1,301,152,900	1,499,619,600	198,466,700	15.3
	<i>Expenditure on Manpower</i>	<b>623,143,969</b>	<b>621,121,900</b>	<b>700,000,000</b>	<b>738,919,800</b>	<b>38,919,800</b>	<b>5.6</b>
1500	Permanent Staff	623,058,679	621,041,900	699,900,000	738,819,800	38,919,800	5.6
1600	Temporary, Daily-Rated and Other Staff	85,290	80,000	100,000	100,000	–	–
	<i>Other Operating Expenditure</i>	<b>535,714,704</b>	<b>590,922,900</b>	<b>601,152,900</b>	<b>760,699,800</b>	<b>159,546,900</b>	<b>26.5</b>
2100	Consumption of Products and Services	515,303,403	570,105,900	577,529,000	405,403,700	(172,125,300)	(29.8)
2200	Maintenance	–	–	–	332,569,700	332,569,700	n.a.
2300	Staff Development and Well-Being	–	–	–	15,225,400	15,225,400	n.a.
2300A	Manpower Development	13,590,155	13,432,000	13,822,900	–	(13,822,900)	(100.0)
2400	International and Public Relations, Communications	4,470,525	2,885,000	5,301,000	3,050,000	(2,251,000)	(42.5)
2700	Asset Acquisition	1,260,375	3,700,000	3,700,000	3,000,000	(700,000)	(18.9)
2800	Miscellaneous	1,090,247	800,000	800,000	1,451,000	651,000	81.4
	<i>TRANSFERS</i>	76,142	400,000	400,000	400,000	–	–
3500	Social Transfers to Individuals	76,142	400,000	400,000	400,000	–	–
	<b>DEVELOPMENT ESTIMATES</b>						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>267,675,523</b>	<b>529,000,000</b>	<b>484,300,000</b>	<b>1,092,094,600</b>	<b>607,794,600</b>	<b>125.5</b>
5100	Government Development	267,675,523	529,000,000	484,300,000	1,092,094,600	607,794,600	125.5
	<b>OTHER DEVELOPMENT FUND OUTLAYS</b>	<b>8,000,000</b>	<b>62,000,000</b>	<b>62,000,000</b>	<b>210,000,000</b>	<b>148,000,000</b>	<b>238.7</b>
5500	Land-Related Expenditure	8,000,000	62,000,000	62,000,000	210,000,000	148,000,000	238.7

## Manpower

Category/Personnel	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
Permanent Staff	5,898	6,795	6,099	6,572
<b>TOTAL</b>	<b>5,898</b>	<b>6,795</b>	<b>6,099</b>	<b>6,572</b>

## HOME TEAM ACADEMY PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the Home Team Academy. The programme focuses on training and learning (e.g. leadership development, simulation training, cross-cutting skills courses) for Home Team officers.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025		
		FY2024	FY2025	FY2025	FY2026			
		\$	\$	\$	\$	\$	%	
<b>P-I HOME TEAM ACADEMY PROGRAMME</b>								
<b>TOTAL EXPENDITURE</b>		<b>45,763,460</b>	<b>50,315,900</b>	<b>51,223,900</b>	<b>55,281,500</b>	<b>4,057,600</b>	<b>7.9</b>	
MAIN ESTIMATES								
<b>OPERATING EXPENDITURE</b>		<b>38,026,819</b>	<b>40,526,100</b>	<b>41,434,100</b>	<b>48,246,600</b>	<b>6,812,500</b>	<b>16.4</b>	
<i>RUNNING COSTS</i>		38,026,819	40,526,100	41,434,100	48,246,600	6,812,500	16.4	
<i>Expenditure on Manpower</i>		<b>12,485,556</b>	<b>11,589,600</b>	<b>13,727,400</b>	<b>13,592,500</b>	<b>(134,900)</b>	<b>(1.0)</b>	
1500	Permanent Staff	12,485,556	11,589,600	13,719,000	13,592,500	(126,500)	(0.9)	
1600	Temporary, Daily-Rated and Other Staff	–	–	8,400	–	(8,400)	(100.0)	
<i>Other Operating Expenditure</i>		<b>25,541,263</b>	<b>28,936,500</b>	<b>27,706,700</b>	<b>34,654,100</b>	<b>6,947,400</b>	<b>25.1</b>	
2100	Consumption of Products and Services	21,899,735	25,805,600	24,194,300	15,056,400	(9,137,900)	(37.8)	
2200	Maintenance	–	–	–	14,352,100	14,352,100	n.a.	
2300	Staff Development and Well-Being	–	–	–	5,181,700	5,181,700	n.a.	
2300A	Manpower Development	3,267,220	2,978,900	3,388,700	–	(3,388,700)	(100.0)	
2400	International and Public Relations, Communications	173,649	137,000	123,700	–	(123,700)	(100.0)	
2700	Asset Acquisition	198,483	15,000	–	54,000	54,000	n.a.	
2800	Miscellaneous	2,176	–	–	9,900	9,900	n.a.	
DEVELOPMENT ESTIMATES								
<b>DEVELOPMENT EXPENDITURE</b>		<b>7,736,642</b>	<b>9,789,800</b>	<b>9,789,800</b>	<b>7,034,900</b>	<b>(2,754,900)</b>	<b>(28.1)</b>	
5100	Government Development	7,736,642	9,789,800	9,789,800	7,034,900	(2,754,900)	(28.1)	

### Manpower

Category/Personnel	Actual	Estimated	Revised	Estimated
	FY2024	FY2025	FY2025	FY2026
Permanent Staff	79	91	90	88
<b>TOTAL</b>	<b>79</b>	<b>91</b>	<b>90</b>	<b>88</b>

## HOME TEAM SCIENCE AND TECHNOLOGY AGENCY PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the Home Team Science and Technology Agency. The key activities under the programme include developing and maintaining cutting-edge technology systems and solutions that will enhance the effectiveness and efficiency of the Home Team.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025		
		FY2024	FY2025	FY2025	FY2026			
		\$	\$	\$	\$	\$	%	
<b>P-J HOME TEAM SCIENCE AND TECHNOLOGY AGENCY PROGRAMME</b>								
	<b>TOTAL EXPENDITURE</b>	<b>678,383,440</b>	<b>777,210,000</b>	<b>831,153,500</b>	<b>1,547,237,100</b>	<b>716,083,600</b>	<b>86.2</b>	
<b>MAIN ESTIMATES</b>								
	<b>OPERATING EXPENDITURE</b>	<b>610,377,177</b>	<b>740,010,000</b>	<b>831,153,500</b>	<b>1,259,000,000</b>	<b>427,846,500</b>	<b>51.5</b>	
	<i>RUNNING COSTS</i>	610,377,177	740,010,000	831,153,500	1,259,000,000	427,846,500	51.5	
	<b>Grants, Transfers and Capital Injections</b>	<b>610,377,177</b>	<b>740,010,000</b>	<b>831,153,500</b>	<b>1,259,000,000</b>	<b>427,846,500</b>	<b>51.5</b>	
3100	Grants and Capital Injections to Statutory Boards	610,377,177	740,010,000	831,153,500	1,259,000,000	427,846,500	51.5	
<b>DEVELOPMENT ESTIMATES</b>								
	<b>DEVELOPMENT EXPENDITURE</b>	<b>68,006,263</b>	<b>37,200,000</b>	–	<b>288,237,100</b>	<b>288,237,100</b>	<b>n.a.</b>	
5200	Grants and Capital Injections to Organisations	68,006,263	37,200,000	–	288,237,100	288,237,100	n.a.	

## YELLOW RIBBON SINGAPORE PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under Yellow Ribbon Singapore. The key activities include training and supporting inmates and ex-offenders, so that they can secure jobs, remain employed, and develop their career, for successful reintegration back into society. It requires Yellow Ribbon Singapore to partner the public and private sectors, and also the community at large, to build an aftercare support network for ex-offenders and their families.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
P-K	YELLOW RIBBON SINGAPORE PROGRAMME						
	<b>TOTAL EXPENDITURE</b>	<b>22,515,119</b>	<b>23,510,000</b>	<b>23,300,000</b>	<b>32,400,000</b>	<b>9,100,000</b>	<b>39.1</b>
	MAIN ESTIMATES						
	<b>OPERATING EXPENDITURE</b>	<b>22,515,119</b>	<b>23,510,000</b>	<b>23,300,000</b>	<b>32,400,000</b>	<b>9,100,000</b>	<b>39.1</b>
	<i>RUNNING COSTS</i>	<i>22,515,119</i>	<i>23,510,000</i>	<i>23,300,000</i>	<i>32,400,000</i>	<i>9,100,000</i>	<i>39.1</i>
	<b>Grants, Transfers and Capital Injections</b>	<b>22,515,119</b>	<b>23,510,000</b>	<b>23,300,000</b>	<b>32,400,000</b>	<b>9,100,000</b>	<b>39.1</b>
3100	Grants and Capital Injections to Statutory Boards	22,515,119	23,510,000	23,300,000	32,400,000	9,100,000	39.1



## PROGRAMME DETAILS

Head Q

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Ministry of Digital Development and Information



## ADMINISTRATION PROGRAMME

### PROGRAMME DESCRIPTION

The Administration Programme comes under the Ministry of Digital Development and Information (MDDI) Headquarters. It drives the corporate, management, and planning functions to enable the Ministry to achieve its vision and desired outcomes.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025		
		FY2024	FY2025	FY2025	FY2026			
		\$	\$	\$	\$	\$	%	
<b>Q-A ADMINISTRATION PROGRAMME</b>								
	<b>TOTAL EXPENDITURE</b>	<b>100,675,124</b>	<b>145,470,500</b>	<b>134,084,800</b>	<b>173,646,000</b>	<b>39,561,200</b>	<b>29.5</b>	
<b>MAIN ESTIMATES</b>								
	<b>OPERATING EXPENDITURE</b>	<b>98,196,944</b>	<b>139,902,300</b>	<b>131,612,300</b>	<b>168,763,400</b>	<b>37,151,100</b>	<b>28.2</b>	
	<b>RUNNING COSTS</b>	<b>98,196,944</b>	<b>139,902,300</b>	<b>131,612,300</b>	<b>168,763,400</b>	<b>37,151,100</b>	<b>28.2</b>	
	<b>Expenditure on Manpower</b>	<b>35,351,147</b>	<b>32,443,600</b>	<b>37,875,500</b>	<b>37,240,000</b>	<b>(635,500)</b>	<b>(1.7)</b>	
1200	Political Appointments	1,909,337	2,183,300	2,719,100	2,583,100	(136,000)	(5.0)	
1500	Permanent Staff	33,171,171	29,981,000	34,866,400	34,381,400	(485,000)	(1.4)	
1600	Temporary, Daily-Rated and Other Staff	270,640	279,300	290,000	275,500	(14,500)	(5.0)	
	<b>Other Operating Expenditure</b>	<b>62,808,809</b>	<b>107,425,400</b>	<b>93,701,600</b>	<b>131,486,400</b>	<b>37,784,800</b>	<b>40.3</b>	
2100	Consumption of Products and Services	49,889,247	96,627,900	56,376,100	114,500,800	58,124,700	103.1	
2200	Maintenance	–	–	–	5,944,200	5,944,200	n.a.	
2300	Staff Development and Well-Being	–	–	–	5,770,000	5,770,000	n.a.	
2300A	Manpower Development	4,412,394	4,152,900	4,192,400	–	(4,192,400)	(100.0)	
2400	International and Public Relations, Communications	7,270,307	5,005,100	32,932,700	2,887,200	(30,045,500)	(91.2)	
2700	Asset Acquisition	1,236,481	1,635,000	195,600	2,384,200	2,188,600	n.a.	
2800	Miscellaneous	381	4,500	4,800	–	(4,800)	(100.0)	
	<b>Grants, Transfers and Capital Injections</b>	<b>36,987</b>	<b>33,300</b>	<b>35,200</b>	<b>37,000</b>	<b>1,800</b>	<b>5.1</b>	
3400	Grants and Capital Injections to Others	36,987	33,300	35,200	37,000	1,800	5.1	
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>599,383</b>	<b>1,108,500</b>	<b>133,000</b>	<b>8,678,700</b>	<b>8,545,700</b>	<b>n.a.</b>	
4600	Loans and Advances (Disbursement)	599,383	1,108,500	133,000	8,678,700	8,545,700	n.a.	
<b>DEVELOPMENT ESTIMATES</b>								
	<b>DEVELOPMENT EXPENDITURE</b>	<b>2,478,181</b>	<b>5,568,200</b>	<b>2,472,500</b>	<b>4,882,600</b>	<b>2,410,100</b>	<b>97.5</b>	
5100	Government Development	2,478,181	5,568,200	2,472,500	4,882,600	2,410,100	97.5	

## Manpower

Category/Personnel	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
Political Appointments	4	4	4	4
Permanent Staff	176	193	172	186
<b>TOTAL</b>	<b>180</b>	<b>197</b>	<b>176</b>	<b>190</b>

## INFORMATION PROGRAMME

### PROGRAMME DESCRIPTION

The Information Programme comes under the MDDI Headquarters. The Programme's main functions include (1) setting policy directions and strategies to develop the public service media and information ecosystem, and regulate both online and offline content; (2) providing Whole-of-Government (WOG) communication guidance, support, and training through centralised capabilities such as research, media monitoring, media management, content production, digital content development, translation, and ground engagement; and (3) WOG information coordination with agencies on national issues. MDDI also works closely with the Ministry of Culture, Community and Youth (MCCY) to drive the transformation of WOG communications and engagement.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025		
		FY2024	FY2025	FY2025	FY2026			
<b>Q-B INFORMATION PROGRAMME</b>								
	<b>TOTAL EXPENDITURE</b>	<b>506,332,703</b>	<b>599,646,900</b>	<b>592,149,700</b>	<b>699,149,700</b>	<b>107,000,000</b>	<b>18.1</b>	
MAIN ESTIMATES								
	<b>OPERATING EXPENDITURE</b>	<b>504,418,696</b>	<b>591,348,500</b>	<b>583,731,900</b>	<b>696,907,200</b>	<b>113,175,300</b>	<b>19.4</b>	
	<b>RUNNING COSTS</b>	<b>504,408,594</b>	<b>591,288,000</b>	<b>583,697,700</b>	<b>696,844,200</b>	<b>113,146,500</b>	<b>19.4</b>	
	<b>Expenditure on Manpower</b>	<b>53,449,054</b>	<b>50,868,500</b>	<b>53,981,200</b>	<b>50,630,800</b>	<b>(3,350,400)</b>	<b>(6.2)</b>	
1500	Permanent Staff	53,449,054	50,868,500	53,940,400	50,587,300	(3,353,100)	(6.2)	
1600	Temporary, Daily-Rated and Other Staff	–	–	40,800	43,500	2,700	6.6	
	<b>Other Operating Expenditure</b>	<b>69,565,085</b>	<b>72,593,600</b>	<b>73,013,400</b>	<b>72,652,800</b>	<b>(360,600)</b>	<b>(0.5)</b>	
2100	Consumption of Products and Services	21,605,085	32,570,800	29,642,000	32,792,400	3,150,400	10.6	
2200	Maintenance	–	–	–	1,471,700	1,471,700	n.a.	
2300	Staff Development and Well-Being	–	–	–	1,830,100	1,830,100	n.a.	
2300A	Manpower Development	1,065,829	1,511,800	1,884,300	–	(1,884,300)	(100.0)	
2400	International and Public Relations, Communications	46,669,680	38,446,900	41,393,300	36,419,200	(4,974,100)	(12.0)	
2700	Asset Acquisition	224,491	64,100	93,800	139,400	45,600	48.6	
	<b>Grants, Transfers and Capital Injections</b>	<b>381,394,455</b>	<b>467,825,900</b>	<b>456,703,100</b>	<b>573,560,600</b>	<b>116,857,500</b>	<b>25.6</b>	
3400	Grants and Capital Injections to Others	381,394,455	467,825,900	456,703,100	573,560,600	116,857,500	25.6	
	<b>TRANSFERS</b>	<b>10,102</b>	<b>60,500</b>	<b>34,200</b>	<b>63,000</b>	<b>28,800</b>	<b>84.2</b>	
3500	Social Transfers to Individuals	10,102	60,500	34,200	63,000	28,800	84.2	
DEVELOPMENT ESTIMATES								
	<b>DEVELOPMENT EXPENDITURE</b>	<b>1,914,007</b>	<b>8,298,400</b>	<b>8,417,800</b>	<b>2,242,500</b>	<b>(6,175,300)</b>	<b>(73.4)</b>	
5100	Government Development	1,914,007	8,298,400	8,417,800	2,242,500	(6,175,300)	(73.4)	

**Manpower**

Category/Personnel	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
Permanent Staff	321	353	324	352
<b>TOTAL</b>	<b>321</b>	<b>353</b>	<b>324</b>	<b>352</b>

## NATIONAL LIBRARY BOARD PROGRAMME

### PROGRAMME DESCRIPTION

The National Library Board (NLB) nurtures readers for life, develops learning communities, and builds a knowledgeable nation. NLB has a network of 28 Public Libraries, which includes 2 partners' libraries, and promotes reading, learning, and information literacy through a trusted, accessible, and globally connected library and information service. The National Library and the National Archives of Singapore oversee the collection, preservation, and management of the documentary heritage of Singapore and public and private archival records respectively.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
Q-J	<b>NATIONAL LIBRARY BOARD PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>326,058,910</b>	<b>359,147,600</b>	<b>362,841,400</b>	<b>394,301,700</b>	<b>31,460,300</b>	<b>8.7</b>
	<b>MAIN ESTIMATES</b>						
	<b>OPERATING EXPENDITURE</b>	<b>305,987,281</b>	<b>332,059,700</b>	<b>330,276,800</b>	<b>335,345,800</b>	<b>5,069,000</b>	<b>1.5</b>
	<b>RUNNING COSTS</b>	<b>305,987,281</b>	<b>332,059,700</b>	<b>330,276,800</b>	<b>335,345,800</b>	<b>5,069,000</b>	<b>1.5</b>
	<b>Grants, Transfers and Capital Injections</b>	<b>305,987,281</b>	<b>332,059,700</b>	<b>330,276,800</b>	<b>335,345,800</b>	<b>5,069,000</b>	<b>1.5</b>
3100	Grants and Capital Injections to Statutory Boards	305,987,281	332,059,700	330,276,800	335,345,800	5,069,000	1.5
	<b>DEVELOPMENT ESTIMATES</b>						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>20,071,629</b>	<b>27,087,900</b>	<b>32,564,600</b>	<b>58,955,900</b>	<b>26,391,300</b>	<b>81.0</b>
5200	Grants and Capital Injections to Organisations	20,071,629	27,087,900	32,564,600	58,955,900	26,391,300	81.0

## **INFO-COMMUNICATIONS MEDIA DEVELOPMENT AUTHORITY PROGRAMME**

### **PROGRAMME DESCRIPTION**

The Infocomm Media Development Authority (IMDA) leads Singapore's digital transformation. To do this, IMDA is developing a dynamic Digital Economy and a cohesive digital society by developing talent, strengthening business capabilities, and enhancing Singapore's digital infrastructure and international collaborations. IMDA also regulates the telecommunications and media sectors to safeguard consumer interests while fostering a pro-business environment and enhances Singapore's data protection regime through the Personal Data Protection Commission.

### **Expenditure Estimates by Object Class**

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025
		FY2024	FY2025	FY2025	FY2026	
		\$	\$	\$	\$	%
<b>Q-S</b>	<b>INFO-COMMUNICATIONS MEDIA DEVELOPMENT AUTHORITY PROGRAMME</b>					
	<b>TOTAL EXPENDITURE</b>	<b>866,486,200</b>	<b>1,065,666,100</b>	<b>1,047,773,700</b>	<b>843,568,600</b>	<b>(204,205,100)</b> <b>(19.5)</b>
	MAIN ESTIMATES					
	<b>OPERATING EXPENDITURE</b>	<b>847,572,200</b>	<b>1,043,109,200</b>	<b>985,831,400</b>	<b>830,632,500</b>	<b>(155,198,900)</b> <b>(15.7)</b>
	<b>RUNNING COSTS</b>	<b>847,572,200</b>	<b>1,043,109,200</b>	<b>985,831,400</b>	<b>830,632,500</b>	<b>(155,198,900)</b> <b>(15.7)</b>
	<b>Grants, Transfers and Capital Injections</b>	<b>847,572,200</b>	<b>1,043,109,200</b>	<b>985,831,400</b>	<b>830,632,500</b>	<b>(155,198,900)</b> <b>(15.7)</b>
3100	Grants and Capital Injections to Statutory Boards	847,572,200	1,043,109,200	985,831,400	830,632,500	(155,198,900) (15.7)
	DEVELOPMENT ESTIMATES					
	<b>DEVELOPMENT EXPENDITURE</b>	<b>18,914,000</b>	<b>22,556,900</b>	<b>61,942,300</b>	<b>12,936,100</b>	<b>(49,006,200)</b> <b>(79.1)</b>
5200	Grants and Capital Injections to Organisations	18,914,000	22,556,900	61,942,300	12,936,100	(49,006,200) (79.1)

## CYBER SECURITY AGENCY OF SINGAPORE PROGRAMME

### PROGRAMME DESCRIPTION

The Cyber Security Agency of Singapore (CSA)'s mission is to keep Singapore's cyberspace safe and secure, to underpin our National Security, power a Digital Economy, and protect our Digital Way of Life. Accordingly, CSA leads and coordinates efforts across Critical Information Infrastructure owners, sector leads and other government agencies, and industry partners to protect our critical and important digital infrastructure. This ensures the continued delivery of Singapore's essential services. CSA also partners stakeholders to create a safer cyberspace for enterprises and individual end-users. To achieve its mission, CSA works closely with its partners to monitor our cyberspace for cyber threats, take appropriate measures to mitigate the risks, and respond to serious cyber attacks where they do occur. CSA also collaborates with partners to anticipate and address emerging cyber threats, alongside rapidly evolving technologies. To enable its objectives, CSA collaborates with industry, academia, and government agencies to build a vibrant cybersecurity ecosystem, comprising skilled professionals, research and development expertise, and companies with deep cybersecurity capabilities to meet Singapore's security and economic needs. CSA also continues to strengthen international partnerships and cooperation, including capacity-building efforts, to shape the norms of responsible state behaviour in cyberspace and strengthen collective cybersecurity.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
<b>Q-T</b>	<b>CYBER SECURITY AGENCY OF SINGAPORE PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>251,231,242</b>	<b>204,842,000</b>	<b>190,182,100</b>	<b>205,675,900</b>	<b>15,493,800</b>	<b>8.1</b>
	<b>MAIN ESTIMATES</b>						
	<b>OPERATING EXPENDITURE</b>	<b>141,657,245</b>	<b>168,434,000</b>	<b>153,089,100</b>	<b>172,306,200</b>	<b>19,217,100</b>	<b>12.6</b>
	<b>RUNNING COSTS</b>	<b>141,623,145</b>	<b>168,402,000</b>	<b>153,054,100</b>	<b>172,306,200</b>	<b>19,252,100</b>	<b>12.6</b>
	<b>Expenditure on Manpower</b>	<b>78,204,644</b>	<b>90,284,000</b>	<b>82,111,400</b>	<b>92,414,800</b>	<b>10,303,400</b>	<b>12.5</b>
1500	Permanent Staff	77,996,608	89,809,000	81,733,300	91,921,600	10,188,300	12.5
1600	Temporary, Daily-Rated and Other Staff	208,036	475,000	378,100	493,200	115,100	30.4
	<b>Other Operating Expenditure</b>	<b>56,062,226</b>	<b>68,943,000</b>	<b>59,508,800</b>	<b>71,469,200</b>	<b>11,960,400</b>	<b>20.1</b>
2100	Consumption of Products and Services	51,053,582	61,567,000	52,271,600	63,044,700	10,773,100	20.6
2200	Maintenance	–	–	–	4,688,700	4,688,700	n.a.
2300	Staff Development and Well-Being	–	–	–	2,727,900	2,727,900	n.a.
2300A	Manpower Development	1,933,846	3,731,000	3,099,300	–	(3,099,300)	(100.0)
2400	International and Public Relations, Communications	2,969,977	3,638,000	3,868,000	800,400	(3,067,600)	(79.3)
2700	Asset Acquisition	55,418	7,000	155,800	198,500	42,700	27.4
2800	Miscellaneous	49,403	–	114,100	9,000	(105,100)	(92.1)

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
	<b>Grants, Transfers and Capital Injections</b>	<b>7,356,275</b>	<b>9,175,000</b>	<b>11,433,900</b>	<b>8,422,200</b>	<b>(3,011,700)</b>	<b>(26.3)</b>
3100	Grants and Capital Injections to Statutory Boards	1,437,290	6,795,000	4,100,000	2,475,000	(1,625,000)	(39.6)
3400	Grants and Capital Injections to Others	5,918,985	2,380,000	7,333,900	5,947,200	(1,386,700)	(18.9)
	<i>TRANSFERS</i>	34,100	32,000	35,000	–	(35,000)	(100.0)
3500	Social Transfers to Individuals	34,100	32,000	35,000	–	(35,000)	(100.0)
	DEVELOPMENT ESTIMATES						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>109,573,997</b>	<b>36,408,000</b>	<b>37,093,000</b>	<b>33,369,700</b>	<b>(3,723,300)</b>	<b>(10.0)</b>
5100	Government Development	109,573,997	36,408,000	37,093,000	33,369,700	(3,723,300)	(10.0)

## Manpower

Category/Personnel	Actual	Estimated	Revised	Estimated
	FY2024	FY2025	FY2025	FY2026
Permanent Staff	425	481	434	470
<b>TOTAL</b>	<b>425</b>	<b>481</b>	<b>434</b>	<b>470</b>

## SMART NATION GROUP PROGRAMME

### PROGRAMME DESCRIPTION

The Smart Nation Group Programme comes under the MDDI Headquarters. The Programme's main functions include setting policy directions and strategies to steward Singapore's Smart Nation agenda and direct digital developments toward key goals. This includes working with stakeholders across the Whole-of-Government and nation to (1) drive the growth of Singapore's Digital Economy; (2) build an inclusive digital society that is well-equipped to thrive in a digital future; (3) develop trusted, secure, and resilient online spaces that are conducive to citizens' wellbeing; (4) drive the digital transformation of the Government; and (5) build long-term digital capabilities for the public sector.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025		
		FY2024	FY2025	FY2025	FY2026			
<b>Q-U SMART NATION GROUP PROGRAMME</b>								
	<b>TOTAL EXPENDITURE</b>	<b>76,780,437</b>	<b>78,301,100</b>	<b>88,482,100</b>	<b>118,081,400</b>	<b>29,599,300</b>	<b>33.5</b>	
MAIN ESTIMATES								
	<b>OPERATING EXPENDITURE</b>	<b>68,357,106</b>	<b>75,032,300</b>	<b>83,600,800</b>	<b>111,443,000</b>	<b>27,842,200</b>	<b>33.3</b>	
	<b>RUNNING COSTS</b>	<b>68,357,106</b>	<b>74,971,100</b>	<b>83,600,800</b>	<b>111,443,000</b>	<b>27,842,200</b>	<b>33.3</b>	
	<b>Expenditure on Manpower</b>	<b>35,316,813</b>	<b>38,444,900</b>	<b>44,976,700</b>	<b>45,564,500</b>	<b>587,800</b>	<b>1.3</b>	
1500	Permanent Staff	35,308,190	38,302,400	44,976,700	45,564,500	587,800	1.3	
1600	Temporary, Daily-Rated and Other Staff	8,623	142,500	–	–	–	n.a.	
	<b>Other Operating Expenditure</b>	<b>29,060,579</b>	<b>12,780,800</b>	<b>24,052,900</b>	<b>32,223,500</b>	<b>8,170,600</b>	<b>34.0</b>	
2100	Consumption of Products and Services	28,720,473	12,028,100	23,694,100	31,909,500	8,215,400	34.7	
2300	Staff Development and Well-Being	–	–	–	273,600	273,600	n.a.	
2300A	Manpower Development	40,117	–	–	–	–	n.a.	
2400	International and Public Relations, Communications	299,989	752,700	358,800	40,400	(318,400)	(88.7)	
	<b>Grants, Transfers and Capital Injections</b>	<b>3,979,714</b>	<b>23,745,400</b>	<b>14,571,200</b>	<b>33,655,000</b>	<b>19,083,800</b>	<b>131.0</b>	
3100	Grants and Capital Injections to Statutory Boards	3,979,714	23,745,400	14,571,200	33,655,000	19,083,800	131.0	
	<b>TRANSFERS</b>	–	61,200	–	–	–	n.a.	
3800	International Organisations and Overseas Development Assistance	–	61,200	–	–	–	n.a.	
DEVELOPMENT ESTIMATES								
	<b>DEVELOPMENT EXPENDITURE</b>	<b>8,423,331</b>	<b>3,268,800</b>	<b>4,881,300</b>	<b>6,638,400</b>	<b>1,757,100</b>	<b>36.0</b>	
5100	Government Development	1,124,513	268,800	758,500	638,400	(120,100)	(15.8)	
5200	Grants and Capital Injections to Organisations	7,298,818	3,000,000	4,122,800	6,000,000	1,877,200	45.5	

**Manpower**

Category/Personnel	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
Permanent Staff	191	228	208	278
<b>TOTAL</b>	<b>191</b>	<b>228</b>	<b>208</b>	<b>278</b>

## GOVERNMENT TECHNOLOGY AGENCY PROGRAMME

### PROGRAMME DESCRIPTION

The Government Technology Agency of Singapore (GovTech) harnesses Information and Communications Technology and Smart Systems (ICT&SS) to drive Singapore's Smart Nation initiatives and public sector digital transformation. GovTech partners with other public agencies to develop and deliver secure digital services and technology solutions for citizens and businesses. GovTech also provides central Government ICT infrastructure, as well as platforms and tools to improve productivity of the public sector workforce. As the functional leader for ICT&SS, GovTech raises and sustains the overall capabilities of the Government in Data & Artificial Intelligence, Product Development, Smart City Technology, Digital Infrastructure, and Cybersecurity.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
Q-V	<b>GOVERNMENT TECHNOLOGY AGENCY PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>611,005,706</b>	<b>605,704,000</b>	<b>624,591,600</b>	<b>669,289,100</b>	<b>44,697,500</b>	<b>7.2</b>
	<b>MAIN ESTIMATES</b>						
	<b>OPERATING EXPENDITURE</b>	<b>522,934,739</b>	<b>605,704,000</b>	<b>624,591,600</b>	<b>669,289,100</b>	<b>44,697,500</b>	<b>7.2</b>
	<i>RUNNING COSTS</i>	522,934,739	605,704,000	624,591,600	669,289,100	44,697,500	7.2
	<i>Other Operating Expenditure<sup>1</sup></i>	<b>276,053,439</b>	<b>75,436,300</b>	<b>53,408,100</b>	<b>59,138,900</b>	<b>5,730,800</b>	<b>10.7</b>
2100	Consumption of Products and Services	276,053,439	75,436,300	53,408,100	59,138,900	5,730,800	10.7
	<b>Grants, Transfers and Capital Injections</b>	<b>246,881,300</b>	<b>530,267,700</b>	<b>571,183,500</b>	<b>610,150,200</b>	<b>38,966,700</b>	<b>6.8</b>
3100	Grants and Capital Injections to Statutory Boards	246,881,300	530,267,700	571,183,500	610,150,200	38,966,700	6.8
	<b>DEVELOPMENT ESTIMATES</b>						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>88,070,967</b>		—	—	—	n.a.
5200	Grants and Capital Injections to Organisations	88,070,967		—	—	—	n.a.

<sup>1</sup> MDDI has re-classified GovTech's ICT&SS expenditure from development expenditure to operating expenditure since FY2025 to better represent the nature of GovTech's work in software development. A majority of GovTech's Other Operating Expenditure is also re-classified to Grants to better reflect its role in developing digital products and software for public agencies.



## PROGRAMME DETAILS

Head R

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Ministry of Law



## MANAGEMENT AND DEVELOPMENT PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under Ministry of Law HQ. Its main functions are:

- To formulate and review intellectual property, insolvency, public trustee, moneylending, pawnbroking, legal aid, community mediation, and precious stones and precious metals dealers sectors' policies, legislation and strategies under MinLaw's purview;
- To provide legal and relevant policy input to proposed Bills and programmes of other Ministries;
- To develop the legal services, alternative dispute resolution and intellectual property sectors;
- To regulate the precious stones and precious metals dealers, moneylending, pawnbroking and legal services sectors to prevent money laundering, terrorism financing, and the financing of proliferation of weapons of mass destruction;
- To provide legal aid to eligible accused persons of limited means in criminal matters; and
- To provide support in ICT Operations and Infrastructure management, operationalisation of data and ICT governance, compliance and cybersecurity measures, development of data analytics capabilities and Ops-Tech integration, and digital transformation in the Ministry.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
<b>R-A</b>	<b>MANAGEMENT AND DEVELOPMENT PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>91,480,326</b>	<b>119,379,300</b>	<b>116,630,700</b>	<b>134,071,200</b>	<b>17,440,500</b>	<b>15.0</b>
	<b>MAIN ESTIMATES</b>						
	<b>OPERATING EXPENDITURE</b>	<b>77,476,717</b>	<b>100,189,200</b>	<b>98,517,500</b>	<b>123,212,600</b>	<b>24,695,100</b>	<b>25.1</b>
	<i>RUNNING COSTS</i>	60,927,877	79,526,600	77,443,700	97,500,300	20,056,600	25.9
	<b>Expenditure on Manpower</b>	<b>29,892,817</b>	<b>35,801,200</b>	<b>35,600,300</b>	<b>39,092,800</b>	<b>3,492,500</b>	<b>9.8</b>
1200	Political Appointments	1,905,840	2,745,500	3,051,300	2,595,400	(455,900)	(14.9)
1500	Permanent Staff	27,917,852	32,926,700	32,483,600	36,497,400	4,013,800	12.4
1600	Temporary, Daily-Rated and Other Staff	69,124	129,000	65,400	–	(65,400)	(100.0)
	<b>Other Operating Expenditure</b>	<b>29,734,013</b>	<b>41,416,600</b>	<b>39,436,600</b>	<b>52,008,100</b>	<b>12,571,500</b>	<b>31.9</b>
2100	Consumption of Products and Services	26,541,805	34,772,000	36,715,700	42,984,600	6,268,900	17.1
2200	Maintenance	–	–	–	8,790,300	8,790,300	n.a.
2300	Staff Development and Well-Being	–	–	–	88,800	88,800	n.a.
2300A	Manpower Development	75,236	132,200	79,400	–	(79,400)	(100.0)
2400	International and Public Relations, Communications	2,768,900	6,512,400	2,641,500	144,400	(2,497,100)	(94.5)
2700	Asset Acquisition	322,802	–	–	–	–	n.a.
2800	Miscellaneous	25,271	–	–	–	–	n.a.

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
	<b>Grants, Transfers and Capital Injections</b>	<b>1,301,047</b>	<b>2,308,800</b>	<b>2,406,800</b>	<b>6,399,400</b>	<b>3,992,600</b>	<b>165.9</b>
3100	Grants and Capital Injections to Statutory Boards	1,301,047	2,308,800	2,406,800	6,399,400	3,992,600	165.9
	<i>TRANSFERS</i>	<i>16,548,840</i>	<i>20,662,600</i>	<i>21,073,800</i>	<i>25,712,300</i>	<i>4,638,500</i>	<i>22.0</i>
3600	Transfers to Institutions and Organisations	16,181,542	20,158,600	20,395,000	25,243,100	4,848,100	23.8
3800	International Organisations and Overseas Development Assistance	367,298	504,000	678,800	469,200	(209,600)	(30.9)
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>–</b>	<b>46,500</b>	<b>36,000</b>	<b>46,000</b>	<b>10,000</b>	<b>27.8</b>
4600	Loans and Advances (Disbursement)	–	46,500	36,000	46,000	10,000	27.8
	DEVELOPMENT ESTIMATES						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>14,003,609</b>	<b>19,190,100</b>	<b>18,113,200</b>	<b>10,858,600</b>	<b>(7,254,600)</b>	<b>(40.1)</b>
5100	Government Development	13,897,409	19,141,600	17,826,200	10,629,400	(7,196,800)	(40.4)
5200	Grants and Capital Injections to Organisations	106,199	48,500	287,000	229,200	(57,800)	(20.1)

## Manpower

Category/Personnel	Actual	Estimated	Revised	Estimated
	FY2024	FY2025	FY2025	FY2026
Political Appointments	3	3	3	3
Permanent Staff	175	202	183	207
<b>TOTAL</b>	<b>178</b>	<b>205</b>	<b>186</b>	<b>210</b>

## APPEALS BOARD PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the Appeals Board, a tribunal constituted under the Land Acquisition Act to hear appeals in respect of any award of compensation made by the Collector of Land Revenue under the Land Acquisition Act for the compulsory acquisition of land. Its main functions are:

- To accept the filing of appeals in accordance with the Land Acquisition Act and maintain the Register of Appeals;
- To adjudicate on the merits of appeals lodged against compensation awards made by the Collector of Land Revenue in respect of land acquired under the Land Acquisition Act, which proceed to hearing; and
- In suitable cases, to facilitate an amicable settlement on the compensation.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025		
		FY2024	FY2025	FY2025	FY2026			
		\$	\$	\$	\$	\$	%	
<b>R-D APPEALS BOARD PROGRAMME</b>								
<b>TOTAL EXPENDITURE</b>		<b>341,484</b>	<b>353,500</b>	<b>304,800</b>	<b>316,500</b>	<b>11,700</b>	<b>3.8</b>	
<b>MAIN ESTIMATES</b>								
<b>OPERATING EXPENDITURE</b>		<b>341,484</b>	<b>353,500</b>	<b>304,800</b>	<b>316,500</b>	<b>11,700</b>	<b>3.8</b>	
<i>RUNNING COSTS</i>		<i>341,484</i>	<i>353,500</i>	<i>304,800</i>	<i>316,500</i>	<i>11,700</i>	<i>3.8</i>	
1500	<b>Expenditure on Manpower</b>	<b>336,292</b>	<b>334,200</b>	<b>292,500</b>	<b>301,200</b>	<b>8,700</b>	<b>3.0</b>	
	Permanent Staff	336,292	334,200	292,500	301,200	8,700	3.0	
2100	<b>Other Operating Expenditure</b>	<b>5,192</b>	<b>19,300</b>	<b>12,300</b>	<b>15,300</b>	<b>3,000</b>	<b>24.4</b>	
	Consumption of Products and Services	4,609	18,500	11,100	14,100	3,000	27.0	
2300	Staff Development and Well-Being	–	–	–	1,200	1,200	n.a.	
2300A	Manpower Development	584	800	1,200	–	(1,200)	(100.0)	

### Manpower

Category/Personnel	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
Permanent Staff	3	3	3	3
<b>TOTAL</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

## PUBLIC TRUSTEE PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the Public Trustee's Office. Its functions are to administer relevant estates of deceased and other persons and relevant motor accident compensation claims.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
R-E	PUBLIC TRUSTEE PROGRAMME						
	<b>TOTAL EXPENDITURE</b>	<b>1,512,564</b>	<b>2,358,900</b>	<b>2,416,000</b>	<b>2,667,900</b>	<b>251,900</b>	<b>10.4</b>
	MAIN ESTIMATES						
	<b>OPERATING EXPENDITURE</b>	<b>1,512,564</b>	<b>2,358,900</b>	<b>2,416,000</b>	<b>2,667,900</b>	<b>251,900</b>	<b>10.4</b>
	<i>RUNNING COSTS</i>	1,512,564	2,358,900	2,416,000	2,667,900	251,900	10.4
	<i>Expenditure on Manpower</i>	<b>1,439,624</b>	<b>2,218,800</b>	<b>2,281,600</b>	<b>2,523,500</b>	<b>241,900</b>	<b>10.6</b>
1500	Permanent Staff	1,439,624	2,183,800	2,281,600	2,523,500	241,900	10.6
1600	Temporary, Daily-Rated and Other Staff	–	35,000	–	–	–	n.a.
	<i>Other Operating Expenditure</i>	<b>72,940</b>	<b>140,100</b>	<b>134,400</b>	<b>144,400</b>	<b>10,000</b>	<b>7.4</b>
2100	Consumption of Products and Services	20,162	33,500	34,500	55,000	20,500	59.4
2300	Staff Development and Well-Being	–	–	–	9,400	9,400	n.a.
2300A	Manpower Development	7,951	9,100	9,400	–	(9,400)	(100.0)
2400	International and Public Relations, Communications	–	10,200	5,500	–	(5,500)	(100.0)
2800	Miscellaneous	44,827	87,300	85,000	80,000	(5,000)	(5.9)

### Manpower

Category/Personnel	Actual	Estimated	Revised	Estimated
	FY2024	FY2025	FY2025	FY2026
Permanent Staff	19	19	16	17
<b>TOTAL</b>	<b>19</b>	<b>19</b>	<b>16</b>	<b>17</b>

## REGISTRIES OF MONEYLENDERS AND PAWNBROKERS PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the Registries of Moneylenders and Pawnbrokers. Its functions are to license and regulate moneylenders and pawnbrokers.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	FY2025
		FY2024	FY2025	FY2026	\$		
<b>R-F REGISTRIES OF MONEYLENDERS AND PAWNBROKERS PROGRAMME</b>							
	<b>TOTAL EXPENDITURE</b>	<b>3,657,843</b>	<b>4,041,300</b>	<b>4,072,400</b>	<b>4,255,200</b>	<b>182,800</b>	<b>4.5</b>
<b>MAIN ESTIMATES</b>							
	<b>OPERATING EXPENDITURE</b>	<b>3,657,843</b>	<b>4,041,300</b>	<b>4,072,400</b>	<b>4,255,200</b>	<b>182,800</b>	<b>4.5</b>
	<b>RUNNING COSTS</b>	<b>3,657,843</b>	<b>4,041,300</b>	<b>4,072,400</b>	<b>4,255,200</b>	<b>182,800</b>	<b>4.5</b>
	<b>Expenditure on Manpower</b>	<b>3,600,938</b>	<b>3,986,400</b>	<b>4,016,500</b>	<b>4,136,900</b>	<b>120,400</b>	<b>3.0</b>
1500	Permanent Staff	3,600,938	3,951,400	4,016,500	4,136,900	120,400	3.0
1600	Temporary, Daily-Rated and Other Staff	–	35,000	–	–	–	n.a.
	<b>Other Operating Expenditure</b>	<b>56,905</b>	<b>54,900</b>	<b>55,900</b>	<b>118,300</b>	<b>62,400</b>	<b>111.6</b>
2100	Consumption of Products and Services	27,650	40,300	31,900	94,300	62,400	195.6
2300	Staff Development and Well-Being	–	–	–	24,000	24,000	n.a.
2300A	Manpower Development	29,255	14,600	24,000	–	(24,000)	(100.0)

### Manpower

Category/Personnel	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
Permanent Staff	28	28	28	28
<b>TOTAL</b>	<b>28</b>	<b>28</b>	<b>28</b>	<b>28</b>

## INSOLVENCY PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the Insolvency Office. Its functions are to administer bankruptcies, debt repayment schemes and company liquidations, and to license and regulate insolvency practitioners.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised	Revised FY2025
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
R-G	INSOLVENCY PROGRAMME						
	<b>TOTAL EXPENDITURE</b>	<b>10,393,828</b>	<b>11,767,400</b>	<b>11,160,200</b>	<b>13,180,500</b>	<b>2,020,300</b>	<b>18.1</b>
	MAIN ESTIMATES						
	<b>OPERATING EXPENDITURE</b>	<b>10,393,828</b>	<b>11,767,400</b>	<b>11,160,200</b>	<b>13,180,500</b>	<b>2,020,300</b>	<b>18.1</b>
	<i>RUNNING COSTS</i>	<i>10,393,828</i>	<i>11,767,400</i>	<i>11,160,200</i>	<i>13,180,500</i>	<i>2,020,300</i>	<i>18.1</i>
	<i>Expenditure on Manpower</i>	<i>9,489,807</i>	<i>10,517,700</i>	<i>9,459,600</i>	<i>10,041,500</i>	<i>581,900</i>	<i>6.2</i>
1500	Permanent Staff	9,455,817	10,490,800	8,882,100	10,041,500	1,159,400	13.1
1600	Temporary, Daily-Rated and Other Staff	33,990	26,900	577,500	–	(577,500)	(100.0)
	<i>Other Operating Expenditure</i>	<i>904,021</i>	<i>1,249,700</i>	<i>1,700,600</i>	<i>3,139,000</i>	<i>1,438,400</i>	<i>84.6</i>
2100	Consumption of Products and Services	766,677	943,400	1,484,100	3,105,400	1,621,300	109.2
2300	Staff Development and Well-Being	–	–	–	30,600	30,600	n.a.
2300A	Manpower Development	37,480	25,700	28,200	–	(28,200)	(100.0)
2400	International and Public Relations, Communications	99,243	279,600	188,300	3,000	(185,300)	(98.4)
2700	Asset Acquisition	–	1,000	–	–	–	n.a.
2800	Miscellaneous	620	–	–	–	–	n.a.

### Manpower

Category/Personnel	Actual	Estimated	Revised	Estimated
	FY2024	FY2025	FY2025	FY2026
Permanent Staff	69	72	69	74
<b>TOTAL</b>	<b>69</b>	<b>72</b>	<b>69</b>	<b>74</b>

## LEGAL AID PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the Legal Aid Bureau. Its functions are to provide legal aid, assistance and advice to persons of limited means on a wide range of civil matters including divorce, adoptions, claims for maintenance, custody of children, separation, wrongful dismissals, tenancy disputes, monetary claims, motor, and industrial accident claims and estate matters.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	\$	%
		FY2024	FY2025	FY2025	FY2026			
<b>R-I      LEGAL AID PROGRAMME</b>								
	<b>TOTAL EXPENDITURE</b>	<b>8,210,216</b>	<b>12,030,800</b>	<b>11,446,200</b>	<b>12,443,500</b>	<b>997,300</b>		<b>8.7</b>
<b>MAIN ESTIMATES</b>								
	<b>OPERATING EXPENDITURE</b>	<b>8,210,216</b>	<b>12,030,800</b>	<b>11,446,200</b>	<b>12,443,500</b>	<b>997,300</b>		<b>8.7</b>
	<i>RUNNING COSTS</i>	8,210,216	12,030,800	11,446,200	12,443,500	997,300		8.7
	<i>Expenditure on Manpower</i>	<b>8,081,063</b>	<b>8,891,700</b>	<b>9,282,500</b>	<b>9,786,200</b>	<b>503,700</b>		<b>5.4</b>
1500	Permanent Staff	8,060,779	8,871,800	9,239,800	9,786,200	546,400		5.9
1600	Temporary, Daily-Rated and Other Staff	20,284	19,900	42,700	–	(42,700)		(100.0)
	<i>Other Operating Expenditure</i>	<b>129,153</b>	<b>3,139,100</b>	<b>2,163,700</b>	<b>2,657,300</b>	<b>493,600</b>		<b>22.8</b>
2100	Consumption of Products and Services	61,418	3,103,200	2,073,700	2,622,300	548,600		26.5
2300	Staff Development and Well-Being	–	–	–	35,000	35,000		n.a.
2300A	Manpower Development	20,408	24,300	50,000	–	(50,000)		(100.0)
2400	International and Public Relations, Communications	47,326	11,600	40,000	–	(40,000)		(100.0)

### Manpower

Category/Personnel	Actual	Estimated	Revised	Estimated
	FY2024	FY2025	FY2025	FY2026
Permanent Staff	49	51	52	53
<b>TOTAL</b>	<b>49</b>	<b>51</b>	<b>52</b>	<b>53</b>

## POLICY AND CORPORATE SERVICES PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under Ministry of Law HQ. Its main functions are:

- To formulate and review legal and land policies, legislation and strategies under MinLaw's purview;
- To provide legal and relevant policy input to proposed Bills and programmes of other Ministries;
- To administer the licensing of law practices and the registration of Singapore solicitors practising in foreign law practice entities, foreign-qualified lawyers, and individuals with ownership interests in law practices; and
- To provide support services in human resource, staff development, finance, corporate communications, corporate development and planning, audit and enterprise risk management, and general administration, for the Departments of MinLaw.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
R-J	<b>POLICY AND CORPORATE SERVICES PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>37,151,028</b>	<b>45,755,800</b>	<b>46,070,600</b>	<b>54,270,100</b>	<b>8,199,500</b>	<b>17.8</b>
	<b>MAIN ESTIMATES</b>						
	<b>OPERATING EXPENDITURE</b>	<b>37,151,028</b>	<b>45,755,800</b>	<b>46,070,600</b>	<b>54,270,100</b>	<b>8,199,500</b>	<b>17.8</b>
	<b>RUNNING COSTS</b>	<b>35,435,834</b>	<b>42,046,200</b>	<b>42,517,800</b>	<b>51,631,000</b>	<b>9,113,200</b>	<b>21.4</b>
	<b>Expenditure on Manpower</b>	<b>25,192,798</b>	<b>27,397,200</b>	<b>30,382,200</b>	<b>31,577,700</b>	<b>1,195,500</b>	<b>3.9</b>
1500	Permanent Staff	25,153,378	27,352,400	29,505,900	30,577,700	1,071,800	3.6
1600	Temporary, Daily-Rated and Other Staff	39,420	44,800	876,300	1,000,000	123,700	14.1
	<b>Other Operating Expenditure</b>	<b>10,243,036</b>	<b>14,649,000</b>	<b>12,135,600</b>	<b>20,053,300</b>	<b>7,917,700</b>	<b>65.2</b>
2100	Consumption of Products and Services	6,569,533	10,147,600	7,323,700	16,734,100	9,410,400	128.5
2200	Maintenance	–	–	–	72,000	72,000	n.a.
2300	Staff Development and Well-Being	–	–	–	2,707,000	2,707,000	n.a.
2300A	Manpower Development	1,441,055	2,322,700	1,782,800	–	(1,782,800)	(100.0)
2400	International and Public Relations, Communications	2,214,524	2,130,300	2,975,100	496,800	(2,478,300)	(83.3)
2700	Asset Acquisition	13,445	29,000	34,000	23,000	(11,000)	(32.4)
2800	Miscellaneous	4,479	19,400	20,000	20,400	400	2.0
	<b>TRANSFERS</b>	<b>1,715,195</b>	<b>3,709,600</b>	<b>3,552,800</b>	<b>2,639,100</b>	<b>(913,700)</b>	<b>(25.7)</b>
3600	Transfers to Institutions and Organisations	548,513	814,300	839,500	–	(839,500)	(100.0)
3800	International Organisations and Overseas Development Assistance	1,166,682	2,895,300	2,713,300	2,639,100	(74,200)	(2.7)

## Manpower

Category/Personnel	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
Permanent Staff	166	173	163	177
<b>TOTAL</b>	<b>166</b>	<b>173</b>	<b>163</b>	<b>177</b>

## LANDS AND PROPERTIES ADMINISTRATION PROGRAMME

### PROGRAMME DESCRIPTION

This programme is administered through the Singapore Land Authority. The functions carried out under this programme include the management of State land and properties, sale of State land, and compulsory acquisition of private land.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
R-N	<b>LANDS AND PROPERTIES ADMINISTRATION PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>484,802,658</b>	<b>253,977,500</b>	<b>254,323,700</b>	<b>431,700,500</b>	<b>177,376,800</b>	<b>69.7</b>
	MAIN ESTIMATES						
	<b>OPERATING EXPENDITURE</b>	<b>132,109,327</b>	<b>134,194,100</b>	<b>135,994,000</b>	<b>155,511,500</b>	<b>19,517,500</b>	<b>14.4</b>
	<i>RUNNING COSTS</i>	132,109,327	134,194,100	135,994,000	155,511,500	19,517,500	14.4
	<b>Other Operating Expenditure</b>	<b>122,115,095</b>	<b>108,822,000</b>	<b>113,912,300</b>	<b>123,226,100</b>	<b>9,313,800</b>	<b>8.2</b>
2100	Consumption of Products and Services	122,115,095	108,822,000	113,912,300	123,226,100	9,313,800	8.2
	<b>Grants, Transfers and Capital Injections</b>	<b>9,994,232</b>	<b>25,372,100</b>	<b>22,081,700</b>	<b>32,285,400</b>	<b>10,203,700</b>	<b>46.2</b>
3100	Grants and Capital Injections to Statutory Boards	9,994,232	25,372,100	22,081,700	32,285,400	10,203,700	46.2
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>34,075,860</b>	<b>41,014,400</b>	<b>41,014,400</b>	<b>45,464,400</b>	<b>4,450,000</b>	<b>10.8</b>
4100	Expenses on Land Sales	34,075,860	41,014,400	41,014,400	45,464,400	4,450,000	10.8
	DEVELOPMENT ESTIMATES						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>352,693,330</b>	<b>119,783,400</b>	<b>118,329,700</b>	<b>276,189,000</b>	<b>157,859,300</b>	<b>133.4</b>
5100	Government Development	352,693,330	119,783,400	118,329,700	276,189,000	157,859,300	133.4

## COMMUNITY MEDIATION PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the Community Mediation Unit. Its main functions are:

- To provide community mediation services to the public; and
- To promote mediation as a preferred means of dispute resolution for social and relational disputes.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025		
		FY2024	FY2025	FY2025	FY2026			
		\$	\$	\$	\$	\$	%	
<b>R-O COMMUNITY MEDIATION PROGRAMME</b>								
	<b>TOTAL EXPENDITURE</b>	<b>1,840,170</b>	<b>2,730,200</b>	<b>2,400,400</b>	<b>2,550,800</b>	<b>150,400</b>	<b>6.3</b>	
<b>MAIN ESTIMATES</b>								
	<b>OPERATING EXPENDITURE</b>	<b>1,840,170</b>	<b>2,730,200</b>	<b>2,400,400</b>	<b>2,550,800</b>	<b>150,400</b>	<b>6.3</b>	
	<i>RUNNING COSTS</i>	1,840,170	2,730,200	2,400,400	2,550,800	150,400	6.3	
	<i>Expenditure on Manpower</i>	<b>1,590,574</b>	<b>2,351,000</b>	<b>2,097,200</b>	<b>2,160,100</b>	<b>62,900</b>	<b>3.0</b>	
1500	Permanent Staff	1,590,574	2,316,000	2,097,200	2,160,100	62,900	3.0	
1600	Temporary, Daily-Rated and Other Staff	–	35,000	–	–	–	n.a.	
	<i>Other Operating Expenditure</i>	<b>249,596</b>	<b>379,200</b>	<b>303,200</b>	<b>390,700</b>	<b>87,500</b>	<b>28.9</b>	
2100	Consumption of Products and Services	50,580	161,500	97,800	331,800	234,000	239.3	
2300	Staff Development and Well-Being	–	–	–	8,900	8,900	n.a.	
2300A	Manpower Development	6,005	4,300	4,400	–	(4,400)	(100.0)	
2400	International and Public Relations, Communications	190,980	213,400	201,000	50,000	(151,000)	(75.1)	
2700	Asset Acquisition	2,030	–	–	–	–	n.a.	

### Manpower

Category/Personnel	Actual	Estimated	Revised	Estimated
	FY2024	FY2025	FY2025	FY2026
Permanent Staff	15	16	13	16
<b>TOTAL</b>	<b>15</b>	<b>16</b>	<b>13</b>	<b>16</b>

## MAINTENANCE ENFORCEMENT PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the Maintenance Enforcement Division. Its main functions are:

- To obtain information about parties' financial circumstances from third party agencies;
- To conduct conciliation sessions between parties; and
- To refer suitable parties to financial assistance.

This facilitates more sustainable outcomes in the enforcement of family maintenance orders.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
R-P	<b>MAINTENANCE ENFORCEMENT PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>-</b>	<b>1,959,700</b>	<b>2,243,400</b>	<b>3,900,500</b>	<b>1,657,100</b>	<b>73.9</b>
	<b>MAIN ESTIMATES</b>						
	<b>OPERATING EXPENDITURE</b>	<b>-</b>	<b>1,959,700</b>	<b>2,243,400</b>	<b>3,900,500</b>	<b>1,657,100</b>	<b>73.9</b>
	<i>RUNNING COSTS</i>	<i>-</i>	<i>1,959,700</i>	<i>2,243,400</i>	<i>3,900,500</i>	<i>1,657,100</i>	<i>73.9</i>
	<b>Expenditure on Manpower</b>	<b>-</b>	<b>1,818,800</b>	<b>2,102,900</b>	<b>3,525,500</b>	<b>1,422,600</b>	<b>67.6</b>
1500	Permanent Staff	-	1,818,800	1,997,100	3,525,500	1,528,400	76.5
1600	Temporary, Daily-Rated and Other Staff	-	-	105,800	-	(105,800)	(100.0)
	<b>Other Operating Expenditure</b>	<b>-</b>	<b>140,900</b>	<b>140,500</b>	<b>375,000</b>	<b>234,500</b>	<b>166.9</b>
2100	Consumption of Products and Services	-	22,400	94,500	366,000	271,500	287.3
2300	Staff Development and Well-Being	-	-	-	9,000	9,000	n.a.
2300A	Manpower Development	-	8,400	5,000	-	(5,000)	(100.0)
2400	International and Public Relations, Communications	-	110,100	41,000	-	(41,000)	(100.0)

### Manpower

Category/Personnel	Actual	Estimated	Revised	Estimated
	FY2024	FY2025	FY2025	FY2026
Permanent Staff	-	14	14	14
<b>TOTAL</b>	<b>-</b>	<b>14</b>	<b>14</b>	<b>14</b>

## PROGRAMME DETAILS

Head S

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Ministry of Manpower



## FINANCIAL SECURITY FOR SINGAPOREANS PROGRAMME

### PROGRAMME DESCRIPTION

MOM aims to empower Singaporeans to achieve a secure retirement through the Central Provident Fund (CPF) system, lifelong employability, and financial education and planning.

This programme comprises the following Division:

**Income Security Policy Division** – The division works closely with the CPF Board, the Monetary Authority of Singapore and other partners in the social and economic sectors to formulate policies and strategies to enhance Singaporeans' retirement adequacy, and drive and coordinate Government's efforts to improve Singaporeans' financial well-being.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
S-Q	<b>FINANCIAL SECURITY FOR SINGAPOREANS PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>1,864,319,013</b>	<b>2,373,040,600</b>	<b>2,731,896,500</b>	<b>2,652,572,800</b>	<b>(79,323,700)</b>	<b>(2.9)</b>
	<b>MAIN ESTIMATES</b>						
	<b>OPERATING EXPENDITURE</b>	<b>1,864,319,013</b>	<b>2,371,057,800</b>	<b>2,731,609,200</b>	<b>2,652,572,800</b>	<b>(79,036,400)</b>	<b>(2.9)</b>
	<b>RUNNING COSTS</b>	<b>61,559,791</b>	<b>69,166,900</b>	<b>70,182,600</b>	<b>72,584,100</b>	<b>2,401,500</b>	<b>3.4</b>
	<b>Expenditure on Manpower</b>	<b>6,208,883</b>	<b>5,718,900</b>	<b>6,686,300</b>	<b>6,839,900</b>	<b>153,600</b>	<b>2.3</b>
1500	Permanent Staff	6,205,806	5,713,400	6,682,400	6,836,000	153,600	2.3
1600	Temporary, Daily-Rated and Other Staff	3,077	5,500	3,900	3,900	–	–
	<b>Other Operating Expenditure</b>	<b>48,161,594</b>	<b>60,621,900</b>	<b>61,329,300</b>	<b>62,916,900</b>	<b>1,587,600</b>	<b>2.6</b>
2100	Consumption of Products and Services	48,043,002	60,418,800	61,283,200	62,880,600	1,597,400	2.6
2300	Staff Development and Well-Being	–	–	–	12,700	12,700	n.a.
2300A	Manpower Development	25,367	36,800	12,300	–	(12,300)	(100.0)
2400	International and Public Relations, Communications	82,112	149,500	16,500	6,500	(10,000)	(60.6)
2700	Asset Acquisition	10,971	16,300	17,200	17,000	(200)	(1.2)
2800	Miscellaneous	141	500	100	100	–	–
	<b>Grants, Transfers and Capital Injections</b>	<b>7,189,314</b>	<b>2,826,100</b>	<b>2,167,000</b>	<b>2,827,300</b>	<b>660,300</b>	<b>30.5</b>
3100	Grants and Capital Injections to Statutory Boards	2,491,994	2,826,100	2,167,000	2,827,300	660,300	30.5
3400	Grants and Capital Injections to Others	4,697,320	–	–	–	–	n.a.
	<b>TRANSFERS</b>	<b>1,802,759,222</b>	<b>2,301,890,900</b>	<b>2,661,426,600</b>	<b>2,579,988,700</b>	<b>(81,437,900)</b>	<b>(3.1)</b>
3500	Social Transfers to Individuals	1,802,759,222	2,301,890,900	2,661,426,600	2,523,988,700	(137,437,900)	(5.2)
3600	Transfers to Institutions and Organisations	–	–	–	56,000,000	56,000,000	n.a.

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025		
		FY2024	FY2025	FY2025	FY2026			
		\$	\$	\$	\$	\$	%	
DEVELOPMENT ESTIMATES								
<b>5100</b>	<b>DEVELOPMENT EXPENDITURE</b>	<b>–</b>	<b>1,982,800</b>	<b>287,300</b>	<b>–</b>	<b>(287,300)</b>	<b>(100.0)</b>	
	Government Development	–	1,982,800	287,300	–	(287,300)	(100.0)	

## Manpower

Category/Personnel	Actual	Estimated	Revised	Estimated
	FY2024	FY2025	FY2025	FY2026
Permanent Staff	30	30	39	40
Temporary, Daily-Rated & Other Staff	19	20	–	–
<b>TOTAL</b>	<b>49</b>	<b>50</b>	<b>39</b>	<b>40</b>

## CORPORATE SERVICES AND INFORMATION TECHNOLOGY PROGRAMME

### PROGRAMME DESCRIPTION

This programme deals with the central management and administration of MOM. It includes the corporate services functions of strategic planning, corporate communications, citizen engagement, customer responsiveness, legal services, financial, internal audit, information systems and technology, and human resource administration.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
<b>S-R</b>	<b>CORPORATE SERVICES AND INFORMATION TECHNOLOGY PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>271,169,450</b>	<b>251,554,800</b>	<b>283,254,000</b>	<b>286,869,700</b>	<b>3,615,700</b>	<b>1.3</b>
	<b>MAIN ESTIMATES</b>						
	<b>OPERATING EXPENDITURE</b>	<b>230,104,356</b>	<b>218,017,200</b>	<b>255,043,300</b>	<b>257,261,400</b>	<b>2,218,100</b>	<b>0.9</b>
	<i>RUNNING COSTS</i>	223,656,098	213,565,600	248,679,600	252,397,800	3,718,200	1.5
	<i>Expenditure on Manpower</i>	<b>62,834,441</b>	<b>52,192,500</b>	<b>67,192,100</b>	<b>68,653,600</b>	<b>1,461,500</b>	<b>2.2</b>
1200	Political Appointments	1,753,580	1,725,800	2,215,200	2,187,100	(28,100)	(1.3)
1500	Permanent Staff	60,981,558	50,332,100	64,837,500	66,327,100	1,489,600	2.3
1600	Temporary, Daily-Rated and Other Staff	99,304	134,600	139,400	139,400	–	–
	<i>Other Operating Expenditure</i>	<b>149,442,693</b>	<b>141,326,500</b>	<b>157,731,300</b>	<b>152,324,900</b>	<b>(5,406,400)</b>	<b>(3.4)</b>
2100	Consumption of Products and Services	136,866,220	129,139,800	145,986,600	128,618,100	(17,368,500)	(11.9)
2200	Maintenance	–	–	–	16,207,200	16,207,200	n.a.
2300	Staff Development and Well-Being	–	–	–	5,808,200	5,808,200	n.a.
2300A	Manpower Development	4,001,316	5,663,700	8,099,400	–	(8,099,400)	(100.0)
2400	International and Public Relations, Communications	5,221,944	4,330,400	2,320,300	71,900	(2,248,400)	(96.9)
2700	Asset Acquisition	3,314,865	2,117,600	1,309,800	1,611,600	301,800	23.0
2800	Miscellaneous	38,348	75,000	15,200	7,900	(7,300)	(48.0)
	<b>Grants, Transfers and Capital Injections</b>	<b>11,378,963</b>	<b>20,046,600</b>	<b>23,756,200</b>	<b>31,419,300</b>	<b>7,663,100</b>	<b>32.3</b>
3100	Grants and Capital Injections to Statutory Boards	11,378,963	13,499,100	23,717,200	31,419,300	7,702,100	32.5
3400	Grants and Capital Injections to Others	–	6,547,500	39,000	–	(39,000)	(100.0)
	<b>TRANSFERS</b>	<b>6,448,258</b>	<b>4,451,600</b>	<b>6,363,700</b>	<b>4,863,600</b>	<b>(1,500,100)</b>	<b>(23.6)</b>
3600	Transfers to Institutions and Organisations	3,500,000	1,588,000	3,500,000	2,000,000	(1,500,000)	(42.9)
3800	International Organisations and Overseas Development Assistance	2,948,258	2,863,600	2,863,700	2,863,600	(100)	0.0

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025		
		FY2024	FY2025	FY2025	FY2026			
		\$	\$	\$	\$	\$	%	
DEVELOPMENT ESTIMATES								
	<b>DEVELOPMENT EXPENDITURE</b>	<b>41,065,094</b>	<b>33,537,600</b>	<b>28,210,700</b>	<b>29,608,300</b>	<b>1,397,600</b>	<b>5.0</b>	
5100	Government Development	18,079,556	23,654,800	7,868,000	29,608,300	21,740,300	276.3	
5200	Grants and Capital Injections to Organisations	22,985,538	9,882,800	20,342,700	–	(20,342,700)	(100.0)	

## Manpower

Category/Personnel	Actual	Estimated	Revised	Estimated
	FY2024	FY2025	FY2025	FY2026
Political Appointments	4	4	4	4
Permanent Staff	314	318	373	421
Temporary, Daily-Rated & Other Staff	127	145	–	–
<b>TOTAL</b>	<b>445</b>	<b>467</b>	<b>377</b>	<b>425</b>

## PRODUCTIVE WORKFORCE PROGRAMME

### PROGRAMME DESCRIPTION

MOM strives to develop an agile, productive, and resilient workforce that supports a competitive economy, where sustainable real income increases are achieved through higher skills and improvements in productivity.

This programme comprises the following Divisions/Departments:

**Manpower Planning and Policy Division** – The division formulates and reviews policies to empower Singaporeans to achieve better jobs and higher incomes, and develop a globally competitive workforce to support a thriving economy. It supports industry transformation to increase productivity and create good jobs, and ensures that the foreign workforce complements our local workforce. It also oversees efforts in the Human Resource sector to strengthen human capital development in organisations and across industry sectors.

**Work Pass Division** – The division processes work passes to grant businesses access to foreign manpower to complement the local workforce and enable businesses to thrive. It works with other government agencies to anchor Singapore as a global talent hub whilst maintaining robust controls to detect and deter fraudulent work pass activities.

The Work Pass Integrated Systems Programme Office (WINS PO) provides our customers with reliable, adaptive and simple eServices to facilitate their work pass transactions and enables responsive policy delivery.

**Economics Department** – The department undertakes economic surveillance and forecasting, ex-ante analyses and ex-post evaluations of public policies, as well as economic research to support robust, data-driven and evidence-based policy formulation.

**Manpower Research and Statistics Department** – The department provides statistics and analysis on Singapore's workforce and the state of the labour market to facilitate informed decision-making within the Government and the community-at-large.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	Revised FY2025
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
S-S	PRODUCTIVE WORKFORCE PROGRAMME						
	<b>TOTAL EXPENDITURE</b>	<b>515,714,522</b>	<b>611,482,900</b>	<b>563,847,100</b>	<b>626,091,100</b>	<b>62,244,000</b>	<b>11.0</b>
	MAIN ESTIMATES						
	<b>OPERATING EXPENDITURE</b>	<b>479,830,533</b>	<b>597,792,600</b>	<b>539,881,500</b>	<b>602,571,900</b>	<b>62,690,400</b>	<b>11.6</b>
	<i>RUNNING COSTS</i>	<i>382,197,144</i>	<i>413,436,100</i>	<i>405,066,500</i>	<i>422,587,100</i>	<i>17,520,600</i>	<i>4.3</i>
	<i>Expenditure on Manpower</i>	<i>74,440,051</i>	<i>63,215,900</i>	<i>80,321,400</i>	<i>82,022,200</i>	<i>1,700,800</i>	<i>2.1</i>
1500	Permanent Staff	74,310,650	63,081,100	80,156,200	81,857,000	1,700,800	2.1
1600	Temporary, Daily-Rated and Other Staff	129,400	134,800	165,200	165,200	–	–

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
	<b>Other Operating Expenditure</b>	<b>100,311,216</b>	<b>138,881,600</b>	<b>114,414,400</b>	<b>114,680,800</b>	<b>266,400</b>	<b>0.2</b>
2100	Consumption of Products and Services	99,172,738	134,880,700	111,661,400	102,993,200	(8,668,200)	(7.8)
2200	Maintenance	–	–	–	9,976,600	9,976,600	n.a.
2300	Staff Development and Well-Being	–	–	–	549,900	549,900	n.a.
2300A	Manpower Development	507,447	649,400	394,300	–	(394,300)	(100.0)
2400	International and Public Relations, Communications	176,055	445,200	1,212,300	107,800	(1,104,500)	(91.1)
2700	Asset Acquisition	454,976	2,906,300	1,126,400	1,053,300	(73,100)	(6.5)
2800	Miscellaneous	–	–	20,000	–	(20,000)	(100.0)
	<b>Grants, Transfers and Capital Injections</b>	<b>207,445,877</b>	<b>211,338,600</b>	<b>210,330,700</b>	<b>225,884,100</b>	<b>15,553,400</b>	<b>7.4</b>
3100	Grants and Capital Injections to Statutory Boards	207,445,877	211,338,600	208,830,700	223,634,200	14,803,500	7.1
3400	Grants and Capital Injections to Others	–	–	1,500,000	2,249,900	749,900	50.0
	<b>TRANSFERS</b>	<b>97,633,389</b>	<b>184,356,500</b>	<b>134,815,000</b>	<b>179,984,800</b>	<b>45,169,800</b>	<b>33.5</b>
3500	Social Transfers to Individuals	19,464,300	120,998,000	52,274,200	84,103,200	31,829,000	60.9
3600	Transfers to Institutions and Organisations	78,169,089	63,358,500	82,540,800	95,881,600	13,340,800	16.2
DEVELOPMENT ESTIMATES							
	<b>DEVELOPMENT EXPENDITURE</b>	<b>35,883,988</b>	<b>13,690,300</b>	<b>23,965,600</b>	<b>23,519,200</b>	<b>(446,400)</b>	<b>(1.9)</b>
5100	Government Development	25,495,222	12,552,800	15,913,600	20,764,200	4,850,600	30.5
5200	Grants and Capital Injections to Organisations	10,388,767	1,137,500	8,052,000	2,755,000	(5,297,000)	(65.8)

## Manpower

Category/Personnel	Actual	Estimated	Revised	Estimated
	FY2024	FY2025	FY2025	FY2026
Permanent Staff	529	540	587	619
Temporary, Daily-Rated & Other Staff	175	174	–	–
<b>TOTAL</b>	<b>704</b>	<b>714</b>	<b>587</b>	<b>619</b>

## PROGRESSIVE WORKPLACES PROGRAMME

### PROGRAMME DESCRIPTION

MOM seeks to build an inclusive workforce and progressive workplaces with harmonious labour relations, as well as safe and healthy workplace practices.

This programme comprises the following Divisions/Departments:

**Workplace Policy and Strategy Division** – The division develops policies, programmes, and processes to develop Singapore as a great place to work. It covers a wide spectrum of workplace issues, which include ensuring adequate employment protection, championing progressive workplace practices, fostering greater inclusivity in the workforce, uplifting and improving incomes and employment outcomes for older workers and lower-wage workers, ensuring safe and healthy workplaces, supporting self-employed persons, and safeguarding the well-being of migrant workers. The division also oversees Singapore's international labour relations.

**Labour Relations and Workplaces Division** – The division works closely with various stakeholders to build harmonious industrial relationships that foster conducive workplace environments, founded on strong tripartite cooperation between employers, unions, and the government.

It ensures that companies practice good employment standards and safeguard the well-being of all workers through a robust legislative framework and effective enforcement of employment laws.

The division works closely with the Tripartite Alliance for Dispute Management (TADM) to facilitate an expeditious dispute resolution between employees and employers and with the Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP) to foster the adoption of fair and progressive workplace practices and raise awareness of employers' and employees' rights and obligations under the law.

**Industrial Arbitration Court** – The Industrial Arbitration Court takes charge of certifying collective agreements and settling industrial disputes through mediation and arbitration.

**Occupational Safety and Health Division** – The division is responsible for ensuring safe and healthy workplaces in Singapore. This involves preventing work-related injuries, ill-health and protecting employees from the financial impact of work-related accidents through work injury compensation. It fosters a robust regulatory framework, and collaborates with the Workplace Safety and Health (WSH) Council, companies, unions, and other partners to create a strong safety culture, enhance WSH capabilities, and adopt best practices.

**Foreign Manpower Management Division** – The division safeguards the integrity of the work pass framework and regulates the employment agency and migrant worker dormitory industries. This is achieved through the effective enforcement of laws and other regulations. It also prepares and coordinates MOM's responses to crises, threats and disruption as well as contribute to MOM's security commitment at WOG level.

**Assurance, Care and Engagement Group** – The group anticipates, prepares for and responds swiftly to contingencies involving migrant workers. In partnership with stakeholders, the group enables a resilient ecosystem that supports the well-being of migrant workforce, to protect employment rights, to provide access to basic healthcare, to improve housing and recreational environment, and to foster greater acceptance by the community.

This is achieved by providing access to basic medical care and mental health support for migrant workers, improving living standards across migrant worker accommodation and developing more attractive recreation options. Forward deployed officers also directly engage with migrant workers to ensure their needs are met and issues are resolved to prevent escalation. The group also works in partnership with stakeholders including employers, dormitory operators and Non-Governmental Organisations (NGOs), to co-create effective solutions, and enable a well-functioning and sustainable migrant worker ecosystem.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025		
		FY2024	FY2025	FY2025	FY2026			
		\$	\$	\$	\$	\$	%	
<b>S-T PROGRESSIVE WORKPLACES PROGRAMME</b>								
	<b>TOTAL EXPENDITURE</b>	<b>434,732,007</b>	<b>467,945,200</b>	<b>493,784,100</b>	<b>534,155,900</b>	<b>40,371,800</b>	<b>8.2</b>	
<b>MAIN ESTIMATES</b>								
	<b>OPERATING EXPENDITURE</b>	<b>393,417,126</b>	<b>397,939,100</b>	<b>404,755,900</b>	<b>408,593,300</b>	<b>3,837,400</b>	<b>0.9</b>	
	<i>RUNNING COSTS</i>	389,225,375	392,727,500	401,127,000	405,479,400	4,352,400	1.1	
	<i>Expenditure on Manpower</i>	<b>187,261,475</b>	<b>195,003,400</b>	<b>192,589,100</b>	<b>197,150,700</b>	<b>4,561,600</b>	<b>2.4</b>	
1500	Permanent Staff	187,158,818	194,859,800	192,455,900	197,017,500	4,561,600	2.4	
1600	Temporary, Daily-Rated and Other Staff	102,657	143,600	133,200	133,200	–	–	
	<i>Other Operating Expenditure</i>	<b>86,332,118</b>	<b>76,217,400</b>	<b>81,982,600</b>	<b>80,747,600</b>	<b>(1,235,000)</b>	<b>(1.5)</b>	
2100	Consumption of Products and Services	81,116,219	71,891,400	74,614,700	74,792,800	178,100	0.2	
2200	Maintenance	–	–	–	2,538,600	2,538,600	n.a.	
2300	Staff Development and Well-Being	–	–	–	2,077,500	2,077,500	n.a.	
2300A	Manpower Development	1,261,025	1,850,600	1,349,600	–	(1,349,600)	(100.0)	
2400	International and Public Relations, Communications	2,364,686	1,417,200	4,663,900	35,400	(4,628,500)	(99.2)	
2700	Asset Acquisition	1,572,771	1,048,900	1,340,700	1,291,400	(49,300)	(3.7)	
2800	Miscellaneous	17,417	9,300	13,700	11,900	(1,800)	(13.1)	
	<b>Grants, Transfers and Capital Injections</b>	<b>115,631,782</b>	<b>121,506,700</b>	<b>126,555,300</b>	<b>127,581,100</b>	<b>1,025,800</b>	<b>0.8</b>	
3100	Grants and Capital Injections to Statutory Boards	123,100	–	240,900	511,800	270,900	112.5	
3400	Grants and Capital Injections to Others	115,508,682	121,506,700	126,314,400	127,069,300	754,900	0.6	
	<b>TRANSFERS</b>	<b>4,191,751</b>	<b>5,211,600</b>	<b>3,628,900</b>	<b>3,113,900</b>	<b>(515,000)</b>	<b>(14.2)</b>	
3500	Social Transfers to Individuals	485,734	920,000	890,000	1,072,500	182,500	20.5	
3600	Transfers to Institutions and Organisations	3,706,017	4,291,600	2,738,900	2,041,400	(697,500)	(25.5)	

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025		
		FY2024	FY2025	FY2025	FY2026			
		\$	\$	\$	\$	\$	%	
DEVELOPMENT ESTIMATES								
	<b>DEVELOPMENT EXPENDITURE</b>	<b>41,314,882</b>	<b>70,006,100</b>	<b>89,028,200</b>	<b>125,562,600</b>	<b>36,534,400</b>	<b>41.0</b>	
5100	Government Development	41,034,583	65,532,400	88,518,800	124,944,500	36,425,700	41.2	
5200	Grants and Capital Injections to Organisations	280,298	4,473,700	509,400	618,100	108,700	21.3	

## Manpower

Category/Personnel	Actual	Estimated	Revised	Estimated
	FY2024	FY2025	FY2025	FY2026
Other Statutory Appointments	1	1	1	1
Permanent Staff	1,301	1,304	1,321	1,414
Temporary, Daily-Rated & Other Staff	670	141	–	–
<b>TOTAL</b>	<b>1,972</b>	<b>1,446</b>	<b>1,322</b>	<b>1,415</b>



## PROGRAMME DETAILS

Head T

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Ministry of National Development



## ADMINISTRATION PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the Ministry of National Development (MND) HQ. It includes functions such as overall policy direction, control and administrative support services for the departments and Statutory Boards under MND, as well as the planning, development, operation and maintenance of application systems and infrastructure for MND HQ.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025		
		FY2024	FY2025	FY2025	FY2026			
		\$	\$	\$	\$	\$	%	
<b>T-A ADMINISTRATION PROGRAMME</b>								
	<b>TOTAL EXPENDITURE</b>	<b>210,351,431</b>	<b>241,038,000</b>	<b>241,959,600</b>	<b>270,510,100</b>	<b>28,550,500</b>	<b>11.8</b>	
<b>MAIN ESTIMATES</b>								
	<b>OPERATING EXPENDITURE</b>	<b>198,383,173</b>	<b>207,391,700</b>	<b>213,279,500</b>	<b>237,360,300</b>	<b>24,080,800</b>	<b>11.3</b>	
	<i>RUNNING COSTS</i>	198,332,574	207,335,900	213,223,700	237,304,500	24,080,800	11.3	
	<b>Expenditure on Manpower</b>	<b>75,779,947</b>	<b>67,751,900</b>	<b>77,462,700</b>	<b>79,786,600</b>	<b>2,323,900</b>	<b>3.0</b>	
1200	Political Appointments	1,838,055	7,383,100	3,740,200	3,852,400	112,200	3.0	
1500	Permanent Staff	73,710,822	60,368,800	73,319,300	75,531,000	2,211,700	3.0	
1600	Temporary, Daily-Rated and Other Staff	231,070	—	403,200	403,200	—	—	
	<b>Other Operating Expenditure</b>	<b>105,399,724</b>	<b>122,276,800</b>	<b>115,017,800</b>	<b>135,455,000</b>	<b>20,437,200</b>	<b>17.8</b>	
2100	Consumption of Products and Services	95,751,696	110,513,200	102,631,700	114,839,000	12,207,300	11.9	
2200	Maintenance	—	—	—	10,222,600	10,222,600	n.a.	
2300	Staff Development and Well-Being	—	—	—	3,870,100	3,870,100	n.a.	
2300A	Manpower Development	2,107,256	3,723,300	2,898,000	—	(2,898,000)	(100.0)	
2400	International and Public Relations, Communications	7,387,374	7,869,300	8,884,200	6,388,600	(2,495,600)	(28.1)	
2700	Asset Acquisition	122,054	134,300	178,000	91,200	(86,800)	(48.8)	
2800	Miscellaneous	31,344	36,700	425,900	43,500	(382,400)	(89.8)	
	<b>Grants, Transfers and Capital Injections</b>	<b>17,152,903</b>	<b>17,307,200</b>	<b>20,743,200</b>	<b>22,062,900</b>	<b>1,319,700</b>	<b>6.4</b>	
3100	Grants and Capital Injections to Statutory Boards	8,294,565	11,474,000	15,144,500	14,236,600	(907,900)	(6.0)	
3400	Grants and Capital Injections to Others	8,858,339	5,833,200	5,598,700	7,826,300	2,227,600	39.8	
	<b>TRANSFERS</b>	<b>50,599</b>	<b>55,800</b>	<b>55,800</b>	<b>55,800</b>	<b>—</b>	<b>—</b>	
3800	International Organisations and Overseas Development Assistance	50,599	55,800	55,800	55,800	—	—	

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025			
		FY2024	FY2025	FY2025	FY2026				
\$									
DEVELOPMENT ESTIMATES									
	<b>DEVELOPMENT EXPENDITURE</b>	<b>11,968,258</b>	<b>33,646,300</b>	<b>28,680,100</b>	<b>33,149,800</b>	<b>4,469,700</b>	<b>15.6</b>		
5100	Government Development	10,192,737	29,773,800	23,256,400	27,652,700	4,396,300	18.9		
5200	Grants and Capital Injections to Organisations	1,775,521	3,872,500	5,423,700	5,497,100	73,400	1.4		

## Manpower

Category/Personnel	Actual	Estimated	Revised	Estimated
	FY2024	FY2025	FY2025	FY2026
Political Appointments	5	5	4	5
Permanent Staff	457	489	399	471
<b>TOTAL</b>	<b>462</b>	<b>494</b>	<b>403</b>	<b>476</b>

## PLANNING PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the Urban Redevelopment Authority (URA). The functions carried out under this programme include formulating and coordinating long-term land use and infrastructure plans to guide the sustainable physical development of Singapore. This entails comprehensively balancing different demands and priorities across the economic, social and environmental spheres, such as integrating climate change adaptation in land use plans, conserving built heritage, promoting architecture and urban design excellence, and partnering the community to shape plans and enliven public spaces, to create a more liveable, inclusive and endearing home for all.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025		
		FY2024	FY2025	FY2025	FY2026			
		\$	\$	\$	\$	\$	%	
<b>T-E PLANNING PROGRAMME</b>								
	<b>TOTAL EXPENDITURE</b>	<b>134,319,492</b>	<b>150,842,700</b>	<b>150,629,700</b>	<b>150,249,700</b>	<b>(380,000)</b>	<b>(0.3)</b>	
MAIN ESTIMATES								
	<b>OPERATING EXPENDITURE</b>	<b>134,319,492</b>	<b>150,842,700</b>	<b>150,629,700</b>	<b>150,249,700</b>	<b>(380,000)</b>	<b>(0.3)</b>	
	<b>RUNNING COSTS</b>	<b>134,319,492</b>	<b>150,842,700</b>	<b>150,629,700</b>	<b>150,249,700</b>	<b>(380,000)</b>	<b>(0.3)</b>	
	<b>Other Operating Expenditure</b>	<b>127,696,483</b>	<b>144,507,000</b>	<b>142,048,900</b>	<b>135,183,100</b>	<b>(6,865,800)</b>	<b>(4.8)</b>	
2100	Consumption of Products and Services	127,696,483	144,507,000	138,215,600	135,183,100	(3,032,500)	(2.2)	
2800	Miscellaneous	–	–	3,833,300	–	(3,833,300)	(100.0)	
	<b>Grants, Transfers and Capital Injections</b>	<b>6,623,009</b>	<b>6,335,700</b>	<b>8,580,800</b>	<b>15,066,600</b>	<b>6,485,800</b>	<b>75.6</b>	
3100	Grants and Capital Injections to Statutory Boards	6,623,009	6,335,700	8,580,800	15,066,600	6,485,800	75.6	

## LAND DEVELOPMENT PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under MND HQ. The functions carried out under this programme support those affected by public development projects, undertake land reclamation, and provide infrastructure for future development.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	FY2025
		FY2024	FY2025	FY2026	\$		
<b>T-G LAND DEVELOPMENT PROGRAMME</b>							
	<b>TOTAL EXPENDITURE</b>	<b>86,711,875</b>	<b>89,721,600</b>	<b>63,673,000</b>	<b>44,185,300</b>	<b>(19,487,700)</b>	<b>(30.6)</b>
MAIN ESTIMATES							
	<b>OPERATING EXPENDITURE</b>	<b>39,720,971</b>	<b>58,068,700</b>	<b>44,761,500</b>	<b>24,771,900</b>	<b>(19,989,600)</b>	<b>(44.7)</b>
	<i>RUNNING COSTS</i>	39,720,971	58,068,700	44,761,500	24,771,900	(19,989,600)	(44.7)
	<i>Other Operating Expenditure</i>	<b>39,720,971</b>	<b>58,068,700</b>	<b>44,761,500</b>	<b>24,771,900</b>	<b>(19,989,600)</b>	<b>(44.7)</b>
2100	Consumption of Products and Services	39,720,971	58,068,700	44,761,500	24,771,900	(19,989,600)	(44.7)
DEVELOPMENT ESTIMATES							
	<b>DEVELOPMENT EXPENDITURE</b>	<b>46,990,904</b>	<b>31,652,900</b>	<b>18,911,500</b>	<b>19,413,400</b>	<b>501,900</b>	<b>2.7</b>
5100	Government Development	46,990,904	31,652,900	18,911,500	19,413,400	501,900	2.7
	<b>OTHER DEVELOPMENT FUND OUTLAYS</b>	<b>924,038,838</b>	<b>1,017,994,000</b>	<b>1,160,924,500</b>	<b>1,114,243,000</b>	<b>(46,681,500)</b>	<b>(4.0)</b>
5500	Land-Related Expenditure	924,038,838	1,017,994,000	1,160,924,500	1,114,243,000	(46,681,500)	(4.0)

## PUBLIC HOUSING DEVELOPMENT PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the Housing & Development Board (HDB). The main functions under this programme are to provide affordable, quality housing, and to rejuvenate older estates through various upgrading and redevelopment programmes.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025		
		FY2024	FY2025	FY2025	FY2026			
		\$	\$	\$	\$	\$	%	
<b>T-1 PUBLIC HOUSING DEVELOPMENT PROGRAMME</b>								
	<b>TOTAL EXPENDITURE</b>	<b>8,364,909,165</b>	<b>7,708,414,500</b>	<b>7,651,109,200</b>	<b>8,367,039,900</b>	<b>715,930,700</b>	<b>9.4</b>	
<b>MAIN ESTIMATES</b>								
	<b>OPERATING EXPENDITURE</b>	<b>7,289,156,921</b>	<b>7,025,894,800</b>	<b>6,915,219,800</b>	<b>7,273,980,900</b>	<b>358,761,100</b>	<b>5.2</b>	
	<i>RUNNING COSTS</i>	7,239,107,848	6,945,862,300	6,852,329,800	7,207,980,900	355,651,100	5.2	
	<i>Other Operating Expenditure</i>	<b>9,686,003</b>	<b>38,064,200</b>	<b>76,526,300</b>	<b>19,427,700</b>	<b>(57,098,600)</b>	<b>(74.6)</b>	
2100	Consumption of Products and Services	9,686,003	38,064,200	76,427,500	19,427,700	(56,999,800)	(74.6)	
2800	Miscellaneous	–	–	98,800	–	(98,800)	(100.0)	
	<b>Grants, Transfers and Capital Injections</b>	<b>7,229,421,846</b>	<b>6,907,798,100</b>	<b>6,775,803,500</b>	<b>7,188,553,200</b>	<b>412,749,700</b>	<b>6.1</b>	
3100	Grants and Capital Injections to Statutory Boards	7,228,486,181	6,906,179,300	6,774,209,500	7,186,907,400	412,697,900	6.1	
3400	Grants and Capital Injections to Others	935,665	1,618,800	1,594,000	1,645,800	51,800	3.2	
	<i>TRANSFERS</i>	50,049,072	80,032,500	62,890,000	66,000,000	3,110,000	4.9	
3500	Social Transfers to Individuals	50,049,072	80,032,500	62,890,000	66,000,000	3,110,000	4.9	
<b>DEVELOPMENT ESTIMATES</b>								
	<b>DEVELOPMENT EXPENDITURE</b>	<b>1,075,752,244</b>	<b>682,519,700</b>	<b>735,889,400</b>	<b>1,093,059,000</b>	<b>357,169,600</b>	<b>48.5</b>	
5100	Government Development	400,813,248	234,447,100	277,383,700	370,508,100	93,124,400	33.6	
5200	Grants and Capital Injections to Organisations	674,938,996	448,072,600	458,505,700	722,550,900	264,045,200	57.6	
	<b>OTHER DEVELOPMENT FUND OUTLAYS</b>	<b>5,953,288,170</b>	<b>9,165,122,500</b>	<b>9,854,756,900</b>	<b>11,052,199,600</b>	<b>1,197,442,700</b>	<b>12.2</b>	
5500	Land-Related Expenditure	31,854,051	4,122,500	11,756,900	81,199,600	69,442,700	590.7	
5600	Loans	5,921,434,119	9,161,000,000	9,843,000,000	10,971,000,000	1,128,000,000	11.5	

## HOUSING ESTATES MANAGEMENT PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the Town Councils, the Community Improvement Projects Committee and the Estate Upgrading Programme Committee. The functions under this programme are to manage and improve the living environment in public and private housing estates, and to improve public infrastructure facilities.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	FY2025			
		FY2024	FY2025	FY2025	FY2026					
<b>T-J HOUSING ESTATES MANAGEMENT PROGRAMME</b>										
	<b>TOTAL EXPENDITURE</b>	<b>369,649,864</b>	<b>327,471,500</b>	<b>353,252,000</b>	<b>361,730,800</b>	<b>8,478,800</b>	<b>2.4</b>			
<b>MAIN ESTIMATES</b>										
	<b>OPERATING EXPENDITURE</b>	<b>332,304,345</b>	<b>281,624,400</b>	<b>296,600,000</b>	<b>301,198,700</b>	<b>4,598,700</b>	<b>1.6</b>			
	<i>RUNNING COSTS</i>	1,940,812	2,024,500	2,162,700	2,762,300	599,600	27.7			
	<b>Other Operating Expenditure</b>	<b>1,940,812</b>	<b>2,024,500</b>	<b>2,162,700</b>	<b>2,762,300</b>	<b>599,600</b>	<b>27.7</b>			
2100	Consumption of Products and Services	1,940,812	2,024,500	2,162,700	1,562,300	(600,400)	(27.8)			
2200	Maintenance	–	–	–	1,200,000	1,200,000	n.a.			
	<b>TRANSFERS</b>	<b>330,363,533</b>	<b>279,599,900</b>	<b>294,437,300</b>	<b>298,436,400</b>	<b>3,999,100</b>	<b>1.4</b>			
3600	Transfers to Institutions and Organisations	330,363,533	279,599,900	294,437,300	298,436,400	3,999,100	1.4			
<b>DEVELOPMENT ESTIMATES</b>										
	<b>DEVELOPMENT EXPENDITURE</b>	<b>37,345,519</b>	<b>45,847,100</b>	<b>56,652,000</b>	<b>60,532,100</b>	<b>3,880,100</b>	<b>6.8</b>			
5100	Government Development	37,345,519	45,847,100	56,652,000	60,532,100	3,880,100	6.8			

## BUILDING AND CONSTRUCTION AUTHORITY PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the Building and Construction Authority (BCA). BCA's main functions include regulating the Built Environment sector to ensure rigorous building safety standards and promote an inclusive and environmentally sustainable Built Environment. BCA also leads the transformation of the Built Environment sector by developing relevant strategies, policies, programmes and incentive schemes to boost productivity, build capabilities and shape a liveable and smart Built Environment for Singapore. In addition, BCA is the lead agency to regulate lifts, escalators and amusement rides in Singapore to protect public safety.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025		
		FY2024	FY2025	FY2025	FY2026			
<b>T-K</b> <b>BUILDING AND CONSTRUCTION AUTHORITY PROGRAMME</b>								
	<b>TOTAL EXPENDITURE</b>	<b>94,015,043</b>	<b>92,765,900</b>	<b>135,489,500</b>	<b>118,318,100</b>	<b>(17,171,400)</b>	<b>(12.7)</b>	
MAIN ESTIMATES								
	<b>OPERATING EXPENDITURE</b>	<b>89,609,026</b>	<b>85,181,000</b>	<b>109,778,900</b>	<b>109,455,500</b>	<b>(323,400)</b>	<b>(0.3)</b>	
	<b>RUNNING COSTS</b>	<b>86,506,224</b>	<b>85,181,000</b>	<b>109,778,900</b>	<b>109,455,500</b>	<b>(323,400)</b>	<b>(0.3)</b>	
	<b>Other Operating Expenditure</b>	<b>270,772</b>	<b>3,290,800</b>	<b>21,838,400</b>	<b>16,216,400</b>	<b>(5,622,000)</b>	<b>(25.7)</b>	
2100	Consumption of Products and Services	270,772	3,290,800	21,838,400	16,216,400	(5,622,000)	(25.7)	
	<b>Grants, Transfers and Capital Injections</b>	<b>86,235,452</b>	<b>81,890,200</b>	<b>87,940,500</b>	<b>93,239,100</b>	<b>5,298,600</b>	<b>6.0</b>	
3100	Grants and Capital Injections to Statutory Boards	86,235,452	81,890,200	87,940,500	93,239,100	5,298,600	6.0	
	<b>TRANSFERS</b>	<b>3,102,802</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>n.a.</b>	
3600	Transfers to Institutions and Organisations	3,102,802	–	–	–	–	n.a.	
DEVELOPMENT ESTIMATES								
	<b>DEVELOPMENT EXPENDITURE</b>	<b>4,406,017</b>	<b>7,584,900</b>	<b>25,710,600</b>	<b>8,862,600</b>	<b>(16,848,000)</b>	<b>(65.5)</b>	
5100	Government Development	–	–	16,000,000	500,000	(15,500,000)	(96.9)	
5200	Grants and Capital Injections to Organisations	4,406,017	7,584,900	9,710,600	8,362,600	(1,348,000)	(13.9)	

## NATIONAL PARKS BOARD PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the National Parks Board (NParks). Its vision of “City in Nature” builds on what Singapore has achieved in earlier years through its visions of “Garden City” and “City in a Garden”. Singapore will be transformed into a City in Nature through five key strategies – expanding the nature park network, intensifying nature in gardens and parks, restoring nature into the urban landscape, strengthening connectivity between green spaces, and enhancing veterinary care and animal management. These will be undertaken in partnership with the community to strengthen Singapore’s distinctiveness as a highly liveable city while mitigating the impacts of urbanisation and climate change. Other key initiatives under the programme include development of the landscape, horticulture, veterinary and animal sectors for science-based management, and enhancing productivity and competencies within the sectors.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
<b>T-L NATIONAL PARKS BOARD PROGRAMME</b>							
	<b>TOTAL EXPENDITURE</b>	<b>604,740,270</b>	<b>692,246,500</b>	<b>713,135,500</b>	<b>775,117,800</b>	<b>61,982,300</b>	<b>8.7</b>
<b>MAIN ESTIMATES</b>							
	<b>OPERATING EXPENDITURE</b>	<b>501,561,587</b>	<b>535,976,700</b>	<b>544,701,300</b>	<b>543,041,800</b>	<b>(1,659,500)</b>	<b>(0.3)</b>
	<b>RUNNING COSTS</b>	<b>501,373,887</b>	<b>535,976,700</b>	<b>544,513,600</b>	<b>542,825,100</b>	<b>(1,688,500)</b>	<b>(0.3)</b>
	<b>Grants, Transfers and Capital Injections</b>	<b>501,373,887</b>	<b>535,976,700</b>	<b>544,513,600</b>	<b>542,825,100</b>	<b>(1,688,500)</b>	<b>(0.3)</b>
3100	Grants and Capital Injections to Statutory Boards	464,733,761	487,802,900	499,243,900	497,047,800	(2,196,100)	(0.4)
3400	Grants and Capital Injections to Others	36,640,126	48,173,800	45,269,700	45,777,300	507,600	1.1
	<b>TRANSFERS</b>	<b>187,700</b>	<b>–</b>	<b>187,700</b>	<b>216,700</b>	<b>29,000</b>	<b>15.5</b>
3800	International Organisations and Overseas Development Assistance	187,700	–	187,700	216,700	29,000	15.5
<b>DEVELOPMENT ESTIMATES</b>							
	<b>DEVELOPMENT EXPENDITURE</b>	<b>103,178,683</b>	<b>156,269,800</b>	<b>168,434,200</b>	<b>232,076,000</b>	<b>63,641,800</b>	<b>37.8</b>
5100	Government Development	99,820,648	152,789,400	164,952,300	225,845,900	60,893,600	36.9
5200	Grants and Capital Injections to Organisations	3,358,035	3,480,400	3,481,900	6,230,100	2,748,200	78.9

## PROGRAMME DETAILS

Head U

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Prime Minister's Office



## ADMINISTRATION PROGRAMME

### PROGRAMME DESCRIPTION

This programme comprises the headquarters of the Prime Minister's Office. The functions carried out under this programme include coordinating the activities of the Ministries and the general policies of the Government; and providing overall policy direction, control, and administrative support services for the programmes undertaken by the Prime Minister's Office. It oversees the Corrupt Practices Investigation Bureau.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025		
		FY2024	FY2025	FY2025	FY2026			
		\$	\$	\$	\$	\$	%	
<b>U-A ADMINISTRATION PROGRAMME</b>								
	<b>TOTAL EXPENDITURE</b>	<b>63,473,505</b>	<b>125,398,100</b>	<b>114,592,000</b>	<b>127,041,300</b>	<b>12,449,300</b>	<b>10.9</b>	
<b>MAIN ESTIMATES</b>								
	<b>OPERATING EXPENDITURE</b>	<b>51,666,925</b>	<b>76,561,100</b>	<b>68,525,000</b>	<b>62,259,600</b>	<b>(6,265,400)</b>	<b>(9.1)</b>	
	<i>RUNNING COSTS</i>	51,666,925	76,561,100	68,525,000	62,259,600	(6,265,400)	(9.1)	
	<b>Expenditure on Manpower</b>	<b>34,135,318</b>	<b>49,589,800</b>	<b>43,961,500</b>	<b>38,370,100</b>	<b>(5,591,400)</b>	<b>(12.7)</b>	
1200	Political Appointments	7,633,140	18,626,400	16,138,800	14,000,000	(2,138,800)	(13.3)	
1400	Other Statutory Appointments	–	–	1,797,500	–	(1,797,500)	(100.0)	
1500	Permanent Staff	26,502,178	30,963,400	25,997,600	24,330,000	(1,667,600)	(6.4)	
1600	Temporary, Daily-Rated and Other Staff	–	–	27,600	40,100	12,500	45.3	
	<b>Other Operating Expenditure</b>	<b>17,531,607</b>	<b>26,971,300</b>	<b>24,563,500</b>	<b>23,889,500</b>	<b>(674,000)</b>	<b>(2.7)</b>	
2100	Consumption of Products and Services	12,148,330	19,860,200	18,005,300	18,855,400	850,100	4.7	
2200	Maintenance	–	–	–	4,302,800	4,302,800	n.a.	
2300	Staff Development and Well-Being	–	–	–	275,800	275,800	n.a.	
2300A	Manpower Development	159,185	322,700	314,500	–	(314,500)	(100.0)	
2400	International and Public Relations, Communications	4,883,782	6,539,400	5,923,300	54,000	(5,869,300)	(99.1)	
2700	Asset Acquisition	340,311	249,000	320,400	401,500	81,100	25.3	
<b>DEVELOPMENT ESTIMATES</b>								
	<b>DEVELOPMENT EXPENDITURE</b>	<b>11,806,580</b>	<b>48,837,000</b>	<b>46,067,000</b>	<b>64,781,700</b>	<b>18,714,700</b>	<b>40.6</b>	
5100	Government Development	11,806,580	48,837,000	46,067,000	64,781,700	18,714,700	40.6	

## Manpower

Category/Personnel	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
Political Appointments	8	8	5	5
Permanent Staff	138	163	127	117
<b>TOTAL</b>	<b>146</b>	<b>171</b>	<b>132</b>	<b>122</b>

## ELECTIONS PROGRAMME

### PROGRAMME DESCRIPTION

This programme is under the purview of the Elections Department. Its functions include preparing for and conducting elections in Singapore, maintaining the Registers of Electors, as well as administering the laws governing political donations for election candidates.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	FY2025			
		FY2024	FY2025	FY2025	FY2026					
\$										
<b>U-B ELECTIONS PROGRAMME</b>										
<b>TOTAL EXPENDITURE</b>		<b>36,244,504</b>	<b>79,000,000</b>	<b>76,257,600</b>	<b>65,412,400</b>	<b>(10,845,200)</b>	<b>(14.2)</b>			
<b>MAIN ESTIMATES</b>										
<b>OPERATING EXPENDITURE</b>		<b>34,222,063</b>	<b>78,420,000</b>	<b>75,677,600</b>	<b>64,170,400</b>	<b>(11,507,200)</b>	<b>(15.2)</b>			
RUNNING COSTS		34,222,063	78,420,000	75,677,600	64,170,400	(11,507,200)	(15.2)			
1500	<b>Expenditure on Manpower</b>	<b>7,276,797</b>	<b>7,606,500</b>	<b>7,606,500</b>	<b>7,380,800</b>	<b>(225,700)</b>	<b>(3.0)</b>			
	Permanent Staff	7,276,797	7,606,500	7,606,500	7,380,800	(225,700)	(3.0)			
2100	<b>Other Operating Expenditure</b>	<b>26,945,266</b>	<b>70,813,500</b>	<b>68,071,100</b>	<b>56,789,600</b>	<b>(11,281,500)</b>	<b>(16.6)</b>			
	Consumption of Products and Services	24,467,226	27,483,500	28,666,700	55,559,900	26,893,200	93.8			
2200	Maintenance	–	–	–	962,300	962,300	n.a.			
2300	Staff Development and Well-Being	–	–	–	264,200	264,200	n.a.			
2300A	Manpower Development	165,592	311,400	311,400	–	(311,400)	(100.0)			
2400	International and Public Relations, Communications	2,309,586	43,015,600	39,090,000	200	(39,089,800)	(100.0)			
2700	Asset Acquisition	2,862	3,000	3,000	3,000	–	–			
<b>DEVELOPMENT ESTIMATES</b>										
5100	<b>DEVELOPMENT EXPENDITURE</b>	<b>2,022,441</b>	<b>580,000</b>	<b>580,000</b>	<b>1,242,000</b>	<b>662,000</b>	<b>114.1</b>			
	Government Development	2,022,441	580,000	580,000	1,242,000	662,000	114.1			

### Manpower

Category/Personnel	Actual	Estimated	Revised	Estimated
	FY2024	FY2025	FY2025	FY2026
Permanent Staff	44	47	44	42
<b>TOTAL</b>	<b>44</b>	<b>47</b>	<b>44</b>	<b>42</b>

## CORRUPT PRACTICES INVESTIGATION PROGRAMME

### PROGRAMME DESCRIPTION

This programme is undertaken by the Corrupt Practices Investigation Bureau (CPIB). The functions carried out under this programme include investigation into any act of corruption in the public and private sectors in Singapore, and in the course of doing so, any other offences under any written law. In addition, the Bureau prevents corruption through strategic public communications and public-private partnerships with relevant stakeholders. Should CPIB, in the course of its investigations, come across cases which reveal corruption-prone areas or loopholes in procedures in government departments, the Bureau may work with the departments concerned to review, point out areas of weakness and recommend changes in procedures.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
U-C	<b>CORRUPT PRACTICES INVESTIGATION PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>58,693,532</b>	<b>74,133,200</b>	<b>67,505,100</b>	<b>75,802,200</b>	<b>8,297,100</b>	<b>12.3</b>
	<b>MAIN ESTIMATES</b>						
	<b>OPERATING EXPENDITURE</b>	<b>54,396,844</b>	<b>63,164,200</b>	<b>61,528,700</b>	<b>67,460,600</b>	<b>5,931,900</b>	<b>9.6</b>
	<i>RUNNING COSTS</i>	54,396,844	63,164,200	61,528,700	67,460,600	5,931,900	9.6
	<i>Expenditure on Manpower</i>	<b>31,788,171</b>	<b>32,578,500</b>	<b>32,722,100</b>	<b>33,278,700</b>	<b>556,600</b>	<b>1.7</b>
1500	Permanent Staff	31,788,171	32,578,500	32,722,100	33,278,700	556,600	1.7
	<i>Other Operating Expenditure</i>	<b>22,608,673</b>	<b>30,585,700</b>	<b>28,806,600</b>	<b>34,181,900</b>	<b>5,375,300</b>	<b>18.7</b>
2100	Consumption of Products and Services	21,633,459	29,182,500	27,601,500	20,939,400	(6,662,100)	(24.1)
2200	Maintenance	–	–	–	11,728,100	11,728,100	n.a.
2300	Staff Development and Well-Being	–	–	–	1,208,400	1,208,400	n.a.
2300A	Manpower Development	642,945	1,241,200	991,400	–	(991,400)	(100.0)
2400	International and Public Relations, Communications	69,047	101,900	83,500	178,500	95,000	113.8
2700	Asset Acquisition	263,222	60,100	123,000	94,000	(29,000)	(23.6)
2800	Miscellaneous	–	–	7,200	33,500	26,300	365.3
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>–</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>–</b>	<b>–</b>
4600	Loans and Advances (Disbursement)	–	30,000	30,000	30,000	–	–
	<b>DEVELOPMENT ESTIMATES</b>						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>4,296,688</b>	<b>10,969,000</b>	<b>5,976,400</b>	<b>8,341,600</b>	<b>2,365,200</b>	<b>39.6</b>
5100	Government Development	4,296,688	10,969,000	5,976,400	8,341,600	2,365,200	39.6

## Manpower

Category/Personnel	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
Permanent Staff	198	240	210	222
<b>TOTAL</b>	<b>198</b>	<b>240</b>	<b>210</b>	<b>222</b>

## NATIONAL SECURITY AND INTELLIGENCE COORDINATION PROGRAMME

### PROGRAMME DESCRIPTION

This programme is under the purview of the National Security Coordination Secretariat. It reviews cross-cutting risks and threats to our national security which go beyond the ambit of individual domain agencies, and provides strategic co-ordination of measures and policies to manage interdependent risks and issues.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
U-G	NATIONAL SECURITY AND INTELLIGENCE COORDINATION PROGRAMME						
	<b>TOTAL EXPENDITURE</b>	<b>18,489,179</b>	<b>25,896,400</b>	<b>24,052,800</b>	<b>27,402,800</b>	<b>3,350,000</b>	<b>13.9</b>
	MAIN ESTIMATES						
	<b>OPERATING EXPENDITURE</b>	<b>18,489,179</b>	<b>25,446,400</b>	<b>24,052,800</b>	<b>26,187,800</b>	<b>2,135,000</b>	<b>8.9</b>
	<i>RUNNING COSTS</i>	18,489,179	25,446,400	24,052,800	26,187,800	2,135,000	8.9
	<b>Expenditure on Manpower</b>	<b>5,838,305</b>	<b>7,465,500</b>	<b>6,713,000</b>	<b>7,383,600</b>	<b>670,600</b>	<b>10.0</b>
1500	Permanent Staff	5,838,305	7,459,600	6,707,700	7,377,700	670,000	10.0
1600	Temporary, Daily-Rated and Other Staff	–	5,900	5,300	5,900	600	11.3
	<b>Other Operating Expenditure</b>	<b>12,650,874</b>	<b>17,980,900</b>	<b>17,339,800</b>	<b>18,804,200</b>	<b>1,464,400</b>	<b>8.4</b>
2100	Consumption of Products and Services	12,382,326	17,739,100	17,145,100	18,350,500	1,205,400	7.0
2200	Maintenance	–	–	–	199,400	199,400	n.a.
2300	Staff Development and Well-Being	–	–	–	248,300	248,300	n.a.
2300A	Manpower Development	60,220	120,900	67,200	–	(67,200)	(100.0)
2400	International and Public Relations, Communications	192,687	119,900	126,500	5,000	(121,500)	(96.0)
2700	Asset Acquisition	15,642	1,000	1,000	1,000	–	–
	DEVELOPMENT ESTIMATES						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>–</b>	<b>450,000</b>	<b>–</b>	<b>1,215,000</b>	<b>1,215,000</b>	<b>n.a.</b>
5100	Government Development	–	450,000	–	1,215,000	1,215,000	n.a.

### Manpower

Category/Personnel	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
Permanent Staff	32	39	38	45
<b>TOTAL</b>	<b>32</b>	<b>39</b>	<b>38</b>	<b>45</b>

## NATIONAL RESEARCH FOUNDATION PROGRAMME

### PROGRAMME DESCRIPTION

The National Research Foundation develops strategies, plans, and policies for, as well as orchestrates the building of, a vibrant Research, Innovation and Enterprise (RIE) ecosystem to tackle national challenges, create economic opportunities, and enhance Singapore's competitiveness.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025		
		FY2024	FY2025	FY2025	FY2026			
		\$	\$	\$	\$	\$	%	
<b>U-H NATIONAL RESEARCH FOUNDATION PROGRAMME</b>								
	<b>TOTAL EXPENDITURE</b>	<b>41,265,769</b>	<b>48,166,000</b>	<b>44,855,000</b>	<b>55,500,300</b>	<b>10,645,300</b>	<b>23.7</b>	
<b>MAIN ESTIMATES</b>								
	<b>OPERATING EXPENDITURE</b>	<b>41,265,769</b>	<b>48,166,000</b>	<b>44,855,000</b>	<b>55,500,300</b>	<b>10,645,300</b>	<b>23.7</b>	
	<i>RUNNING COSTS</i>	41,265,769	48,166,000	44,855,000	55,500,300	10,645,300	23.7	
	<b>Expenditure on Manpower</b>	<b>18,678,009</b>	<b>21,830,000</b>	<b>21,330,000</b>	<b>27,645,200</b>	<b>6,315,200</b>	<b>29.6</b>	
1500	Permanent Staff	18,663,749	21,797,600	21,315,600	27,597,200	6,281,600	29.5	
1600	Temporary, Daily-Rated and Other Staff	14,260	32,400	14,400	48,000	33,600	233.3	
	<b>Other Operating Expenditure</b>	<b>5,586,665</b>	<b>8,706,000</b>	<b>6,395,000</b>	<b>8,833,100</b>	<b>2,438,100</b>	<b>38.1</b>	
2100	Consumption of Products and Services	4,762,768	6,337,200	5,254,800	6,951,300	1,696,500	32.3	
2200	Maintenance	–	–	–	1,352,500	1,352,500	n.a.	
2300	Staff Development and Well-Being	–	–	–	431,200	431,200	n.a.	
2300A	Manpower Development	221,437	397,900	239,100	–	(239,100)	(100.0)	
2400	International and Public Relations, Communications	600,686	1,902,900	602,500	28,600	(573,900)	(95.3)	
2700	Asset Acquisition	719	68,000	298,600	69,500	(229,100)	(76.7)	
2800	Miscellaneous	1,055	–	–	–	–	n.a.	
	<b>Grants, Transfers and Capital Injections</b>	<b>17,001,095</b>	<b>17,630,000</b>	<b>17,130,000</b>	<b>19,022,000</b>	<b>1,892,000</b>	<b>11.0</b>	
3400	Grants and Capital Injections to Others	17,001,095	17,630,000	17,130,000	19,022,000	1,892,000	11.0	

### Manpower

Category/Personnel	Actual	Estimated	Revised	Estimated
	FY2024	FY2025	FY2025	FY2026
Permanent Staff	113	131	131	152
<b>TOTAL</b>	<b>113</b>	<b>131</b>	<b>131</b>	<b>152</b>

## PUBLIC SERVICE DIVISION PROGRAMME

### PROGRAMME DESCRIPTION

The Public Service Division (PSD) aims to build a first-class Public Service with high-performing organisations and engaged officers. PSD builds a strong and cohesive Public Service leadership corps through strengthening our leadership pipelines and systematically identifying and nurturing leaders in diverse domains across the Public Service. PSD puts in place robust workforce training and development initiatives and sound people policies and practices, underpinned by strong HR and payroll processes and systems. PSD also strives to improve the delivery of public services and build organisational capabilities across the public sector.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025		
		FY2024	FY2025	FY2025	FY2026			
		\$	\$	\$	\$	\$	%	
<b>U-L PUBLIC SERVICE DIVISION PROGRAMME</b>								
	<b>TOTAL EXPENDITURE</b>	<b>252,899,560</b>	<b>302,907,800</b>	<b>300,357,400</b>	<b>324,986,500</b>	<b>24,629,100</b>	<b>8.2</b>	
<b>MAIN ESTIMATES</b>								
	<b>OPERATING EXPENDITURE</b>	<b>238,350,763</b>	<b>270,457,600</b>	<b>272,790,500</b>	<b>293,699,100</b>	<b>20,908,600</b>	<b>7.7</b>	
	<i>RUNNING COSTS</i>	238,334,065	270,443,200	272,770,500	293,683,800	20,913,300	7.7	
	<b>Expenditure on Manpower</b>	<b>61,237,666</b>	<b>63,589,700</b>	<b>63,642,100</b>	<b>70,586,800</b>	<b>6,944,700</b>	<b>10.9</b>	
1500	Permanent Staff	61,072,849	63,200,100	63,642,100	70,586,800	6,944,700	10.9	
1600	Temporary, Daily-Rated and Other Staff	164,817	389,600	–	–	–	n.a.	
	<b>Other Operating Expenditure</b>	<b>145,622,112</b>	<b>174,657,300</b>	<b>172,174,400</b>	<b>185,358,100</b>	<b>13,183,700</b>	<b>7.7</b>	
2100	Consumption of Products and Services	120,867,998	148,888,900	142,718,700	73,848,100	(68,870,600)	(48.3)	
2200	Maintenance	–	–	–	86,018,400	86,018,400	n.a.	
2300	Staff Development and Well-Being	–	–	–	25,248,500	25,248,500	n.a.	
2300A	Manpower Development	22,775,832	23,186,200	25,503,900	–	(25,503,900)	(100.0)	
2400	International and Public Relations, Communications	1,798,866	2,454,600	3,886,200	88,300	(3,797,900)	(97.7)	
2700	Asset Acquisition	179,418	127,600	65,600	154,800	89,200	136.0	
2800	Miscellaneous	(2)	–	–	–	–	n.a.	
	<b>Grants, Transfers and Capital Injections</b>	<b>31,474,287</b>	<b>32,196,200</b>	<b>36,954,000</b>	<b>37,738,900</b>	<b>784,900</b>	<b>2.1</b>	
3100	Grants and Capital Injections to Statutory Boards	26,539,169	27,300,000	31,742,000	31,896,000	154,000	0.5	
3400	Grants and Capital Injections to Others	4,935,118	4,896,200	5,212,000	5,842,900	630,900	12.1	
	<b>TRANSFERS</b>	<b>16,698</b>	<b>14,400</b>	<b>20,000</b>	<b>15,300</b>	<b>(4,700)</b>	<b>(23.5)</b>	
3500	Social Transfers to Individuals	16,698	14,400	20,000	15,300	(4,700)	(23.5)	

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025
		FY2024	FY2025	FY2025	FY2026	
		\$	\$	\$	\$	%
DEVELOPMENT ESTIMATES						
5100	DEVELOPMENT EXPENDITURE	14,548,797	32,450,200	27,566,900	31,287,400	3,720,500 13.5
	Government Development	14,548,797	32,450,200	27,566,900	31,287,400	3,720,500 13.5

## Manpower

Category/Personnel	Actual	Estimated	Revised	Estimated
	FY2024	FY2025	FY2025	FY2026
Permanent Staff	395	414	444	455
<b>TOTAL</b>	<b>395</b>	<b>414</b>	<b>444</b>	<b>455</b>

## STRATEGY GROUP PROGRAMME

### PROGRAMME DESCRIPTION

The Strategy Group in the Prime Minister's Office drives Whole-of-Government strategic planning, and partners government agencies on policy development. It identifies key priorities and emerging issues over the medium to long term, influences strategic resource allocation and catalyses new functions and capabilities in order to deliver policies that are in the long-term interest of Singapore. This includes driving the holistic development of population strategy across government agencies, and leading and coordinating Singapore's policies and plans on climate change.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025		
		FY2024	FY2025	FY2025	FY2026			
		\$	\$	\$	\$	\$	%	
<b>U-P STRATEGY GROUP PROGRAMME</b>								
	<b>TOTAL EXPENDITURE</b>	<b>50,202,585</b>	<b>462,030,300</b>	<b>457,002,600</b>	<b>60,452,100</b>	<b>(396,550,500)</b>	<b>(86.8)</b>	
<b>MAIN ESTIMATES</b>								
	<b>OPERATING EXPENDITURE</b>	<b>49,940,617</b>	<b>461,547,300</b>	<b>456,563,500</b>	<b>59,802,600</b>	<b>(396,760,900)</b>	<b>(86.9)</b>	
	<i>RUNNING COSTS</i>	49,940,617	461,547,300	456,563,500	59,802,600	(396,760,900)	(86.9)	
	<i>Expenditure on Manpower</i>	<b>28,139,663</b>	<b>26,705,300</b>	<b>27,726,600</b>	<b>30,947,300</b>	<b>3,220,700</b>	<b>11.6</b>	
1500	Permanent Staff	28,055,471	26,574,100	27,604,600	30,664,100	3,059,500	11.1	
1600	Temporary, Daily-Rated and Other Staff	84,191	131,200	122,000	283,200	161,200	132.1	
	<i>Other Operating Expenditure</i>	<b>16,900,985</b>	<b>29,174,700</b>	<b>23,501,300</b>	<b>23,683,500</b>	<b>182,200</b>	<b>0.8</b>	
2100	Consumption of Products and Services	15,219,961	26,918,500	21,817,000	16,704,000	(5,113,000)	(23.4)	
2200	Maintenance	–	–	–	6,237,300	6,237,300	n.a.	
2300	Staff Development and Well-Being	–	–	–	596,000	596,000	n.a.	
2300A	Manpower Development	366,949	882,500	513,500	–	(513,500)	(100.0)	
2400	International and Public Relations, Communications	1,215,042	1,336,400	1,118,100	35,000	(1,083,100)	(96.9)	
2700	Asset Acquisition	99,033	37,300	52,700	111,200	58,500	111.0	
	<b>Grants, Transfers and Capital Injections</b>	<b>4,899,969</b>	<b>405,667,300</b>	<b>405,335,600</b>	<b>5,171,800</b>	<b>(400,163,800)</b>	<b>(98.7)</b>	
3100	Grants and Capital Injections to Statutory Boards	–	400,000,000	400,000,000	–	(400,000,000)	(100.0)	
3200	Grants and Capital Injections to Educational Institutions	–	8,400	7,800	–	(7,800)	(100.0)	
3400	Grants and Capital Injections to Others	4,899,969	5,658,900	5,327,800	5,171,800	(156,000)	(2.9)	
<b>DEVELOPMENT ESTIMATES</b>								
	<b>DEVELOPMENT EXPENDITURE</b>	<b>261,968</b>	<b>483,000</b>	<b>439,100</b>	<b>649,500</b>	<b>210,400</b>	<b>47.9</b>	
5100	Government Development	261,968	483,000	439,100	649,500	210,400	47.9	

## Manpower

Category/Personnel	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
Permanent Staff	152	152	132	149
<b>TOTAL</b>	<b>152</b>	<b>152</b>	<b>132</b>	<b>149</b>

## SCIENCE & TECHNOLOGY POLICY AND PLANS OFFICE PROGRAMME

### PROGRAMME DESCRIPTION

The Public Sector Science & Technology Policy and Plans Office (S&TPPO) works with public sector agencies and Ministry Families to develop Science, Technology and Engineering (STE) plans, strengthen public sector STE awareness and adoption, and build public sector ops-tech capabilities. To this end, it works with other centre-of-government agencies to identify key public sector STE capabilities to build, coordinate selected cross-agency programmes, and review how these capabilities are resourced and sited. S&TPPO also supports the development of STE talent and community.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	\$	%
		FY2024	FY2025	FY2025	FY2026			
U-S	SCIENCE & TECHNOLOGY POLICY AND PLANS OFFICE PROGRAMME							
	<b>TOTAL EXPENDITURE</b>	<b>16,153,115</b>	<b>26,756,800</b>	<b>24,810,400</b>	<b>25,939,800</b>	<b>1,129,400</b>	<b>4.6</b>	
	MAIN ESTIMATES							
	<b>OPERATING EXPENDITURE</b>	<b>16,153,115</b>	<b>26,756,800</b>	<b>24,810,400</b>	<b>25,939,800</b>	<b>1,129,400</b>	<b>4.6</b>	
	<i>RUNNING COSTS</i>	<i>16,153,115</i>	<i>26,756,800</i>	<i>24,810,400</i>	<i>25,939,800</i>	<i>1,129,400</i>	<i>4.6</i>	
	<b>Expenditure on Manpower</b>	<b>6,275,400</b>	<b>8,463,600</b>	<b>7,772,800</b>	<b>8,593,400</b>	<b>820,600</b>	<b>10.6</b>	
1500	Permanent Staff	6,272,687	8,450,000	7,750,000	8,573,700	823,700	10.6	
1600	Temporary, Daily-Rated and Other Staff	2,713	13,600	22,800	19,700	(3,100)	(13.6)	
	<b>Other Operating Expenditure</b>	<b>9,877,715</b>	<b>18,293,200</b>	<b>17,037,600</b>	<b>17,346,400</b>	<b>308,800</b>	<b>1.8</b>	
2100	Consumption of Products and Services	9,550,717	17,366,100	16,662,900	16,162,500	(500,400)	(3.0)	
2200	Maintenance	–	–	–	50,000	50,000	n.a.	
2300	Staff Development and Well-Being	–	–	–	133,400	133,400	n.a.	
2300A	Manpower Development	77,704	152,400	100,000	–	(100,000)	(100.0)	
2400	International and Public Relations, Communications	249,294	274,700	274,700	500	(274,200)	(99.8)	
2700	Asset Acquisition	–	500,000	–	1,000,000	1,000,000	n.a.	

### Manpower

Category/Personnel	Actual	Estimated	Revised	Estimated
	FY2024	FY2025	FY2025	FY2026
Permanent Staff	31	41	41	41
<b>TOTAL</b>	<b>31</b>	<b>41</b>	<b>41</b>	<b>41</b>

## SERVICESG PROGRAMME

### PROGRAMME DESCRIPTION

ServiceSG is a department within the PSD. ServiceSG seeks to transform citizens' experience to one where services across agencies are integrated around citizens and delivered in an omni-channel manner. ServiceSG strives to create a better service experience for citizens, and assist agencies to accelerate their migration to digital services, while ensuring that the less digitally savvy will be well supported in accessing services.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025		
		FY2024	FY2025	FY2025	FY2026			
		\$	\$	\$	\$	\$	%	
<b>U-T SERVICESG PROGRAMME</b>								
	<b>TOTAL EXPENDITURE</b>	<b>54,818,404</b>	<b>70,931,900</b>	<b>69,473,500</b>	<b>77,859,300</b>	<b>8,385,800</b>	<b>12.1</b>	
<b>MAIN ESTIMATES</b>								
	<b>OPERATING EXPENDITURE</b>	<b>40,938,056</b>	<b>58,080,200</b>	<b>55,102,700</b>	<b>61,823,200</b>	<b>6,720,500</b>	<b>12.2</b>	
	<i>RUNNING COSTS</i>	40,938,056	58,080,200	55,102,700	61,823,200	6,720,500	12.2	
	<i>Expenditure on Manpower</i>	<b>12,121,353</b>	<b>17,338,600</b>	<b>14,753,300</b>	<b>17,701,700</b>	<b>2,948,400</b>	<b>20.0</b>	
1500	Permanent Staff	12,121,353	17,338,600	14,753,300	17,701,700	2,948,400	20.0	
	<i>Other Operating Expenditure</i>	<b>28,816,703</b>	<b>40,741,600</b>	<b>40,349,400</b>	<b>44,121,500</b>	<b>3,772,100</b>	<b>9.3</b>	
2100	Consumption of Products and Services	27,792,265	38,135,900	38,921,500	41,440,700	2,519,200	6.5	
2200	Maintenance	–	–	–	1,247,200	1,247,200	n.a.	
2300	Staff Development and Well-Being	–	–	–	264,100	264,100	n.a.	
2300A	Manpower Development	164,353	491,200	297,100	–	(297,100)	(100.0)	
2400	International and Public Relations, Communications	704,732	1,748,100	902,900	877,300	(25,600)	(2.8)	
2700	Asset Acquisition	155,352	366,400	227,900	292,200	64,300	28.2	
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>95,985</b>	–	–	–	–	n.a.	
4600	Loans and Advances (Disbursement)	95,985	–	–	–	–	n.a.	
<b>DEVELOPMENT ESTIMATES</b>								
	<b>DEVELOPMENT EXPENDITURE</b>	<b>13,880,348</b>	<b>12,851,700</b>	<b>14,370,800</b>	<b>16,036,100</b>	<b>1,665,300</b>	<b>11.6</b>	
5100	Government Development	13,880,348	12,851,700	14,370,800	16,036,100	1,665,300	11.6	

**Manpower**

Category/Personnel	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
Permanent Staff	111	162	140	140
<b>TOTAL</b>	<b>111</b>	<b>162</b>	<b>140</b>	<b>140</b>

## PROGRAMME DETAILS

Head V

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Ministry of Trade and Industry



## ADMINISTRATION PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the Ministry of Trade and Industry (MTI) HQ. Its main functions are to:

- (a) formulate strategies and policies to (i) enhance Singapore's value as a destination for businesses, talent, and visitors, (ii) grow stronger local enterprises that possess deep capabilities and are globally competitive, (iii) support research & development (R&D), innovation, and enterprise, (iv) foster competition and protect consumers against unfair practices, (v) facilitate the provision of economic resources, and (vi) strengthen economic security and resilience, and (vii) support Singapore's transformation to a low-energy carbon economy;
- (b) formulate policies and positions to (i) advance Singapore's interests at international and regional economic and trade forums, as well as through bilateral engagements, and (ii) forge strategic ties and partnerships with like-minded partners;
- (c) work closely with other key agencies in formulating strategies to (i) develop key growth sectors, (ii) drive industry transformation, and (iii) help Singaporeans develop industry-relevant skills to access present and future economic opportunities;
- (d) undertake economic planning, regular monitoring, and analysis of the economy; and
- (e) provide support services to departments and statutory boards of MTI, so as to achieve sustained economic growth and create good jobs for Singaporeans.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025		
		FY2024	FY2025	FY2025	FY2026			
		\$	\$	\$	\$	\$	%	
<b>V-A ADMINISTRATION PROGRAMME</b>								
	<b>TOTAL EXPENDITURE</b>	<b>337,956,323</b>	<b>373,377,300</b>	<b>306,594,100</b>	<b>321,802,100</b>	<b>15,208,000</b>	<b>5.0</b>	
<b>MAIN ESTIMATES</b>								
	<b>OPERATING EXPENDITURE</b>	<b>268,338,762</b>	<b>313,607,700</b>	<b>254,752,700</b>	<b>282,844,000</b>	<b>28,091,300</b>	<b>11.0</b>	
	<b>RUNNING COSTS</b>	<b>234,062,287</b>	<b>277,153,800</b>	<b>219,584,400</b>	<b>245,789,400</b>	<b>26,205,000</b>	<b>11.9</b>	
	<b>Expenditure on Manpower</b>	<b>112,447,360</b>	<b>119,917,300</b>	<b>121,663,400</b>	<b>126,448,000</b>	<b>4,784,600</b>	<b>3.9</b>	
1200	Political Appointments	2,111,278	2,103,900	4,170,500	4,253,900	83,400	2.0	
1500	Permanent Staff	110,166,218	117,522,500	117,202,000	121,897,400	4,695,400	4.0	
1600	Temporary, Daily-Rated and Other Staff	169,865	290,900	290,900	296,700	5,800	2.0	
	<b>Other Operating Expenditure</b>	<b>117,441,742</b>	<b>148,858,300</b>	<b>89,576,500</b>	<b>114,070,600</b>	<b>24,494,100</b>	<b>27.3</b>	
2100	Consumption of Products and Services	109,853,410	120,449,300	78,896,500	101,831,800	22,935,300	29.1	
2200	Maintenance	–	–	–	4,053,300	4,053,300	n.a.	
2300	Staff Development and Well-Being	–	–	–	4,814,600	4,814,600	n.a.	
2300A	Manpower Development	3,160,931	5,224,400	5,359,100	–	(5,359,100)	(100.0)	

Code	Object Class	Actual	Estimated	Revised	Estimated		
		FY2024	FY2025	FY2025	FY2026	Change Over Revised	FY2025
		\$	\$	\$	\$	\$	%
2400	International and Public Relations, Communications	4,218,576	2,294,300	2,895,900	339,200	(2,556,700)	(88.3)
2700	Asset Acquisition	205,234	20,890,300	2,423,400	3,019,700	596,300	24.6
2800	Miscellaneous	3,591	–	1,600	12,000	10,400	650.0
	<b>Grants, Transfers and Capital Injections</b>	<b>4,173,185</b>	<b>8,378,200</b>	<b>8,344,500</b>	<b>5,270,800</b>	<b>(3,073,700)</b>	<b>(36.8)</b>
3100	Grants and Capital Injections to Statutory Boards	860,000	7,218,400	5,766,500	5,269,800	(496,700)	(8.6)
3400	Grants and Capital Injections to Others	3,313,185	1,159,800	2,578,000	1,000	(2,577,000)	(100.0)
	<b>TRANSFERS</b>	<b>34,276,475</b>	<b>36,453,900</b>	<b>35,168,300</b>	<b>37,054,600</b>	<b>1,886,300</b>	<b>5.4</b>
3500	Social Transfers to Individuals	12,797,426	13,933,700	12,474,700	18,119,000	5,644,300	45.2
3600	Transfers to Institutions and Organisations	10,762,885	9,932,100	9,978,400	7,241,800	(2,736,600)	(27.4)
3800	International Organisations and Overseas Development Assistance	10,716,164	12,588,100	12,715,200	11,693,800	(1,021,400)	(8.0)
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>84,406</b>	<b>74,400</b>	<b>82,700</b>	<b>146,800</b>	<b>64,100</b>	<b>77.5</b>
4600	Loans and Advances (Disbursement)	84,406	74,400	82,700	146,800	64,100	77.5
	<b>DEVELOPMENT ESTIMATES</b>						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>69,617,561</b>	<b>59,769,600</b>	<b>51,841,400</b>	<b>38,958,100</b>	<b>(12,883,300)</b>	<b>(24.9)</b>
5100	Government Development	64,786,939	53,187,500	50,336,500	38,709,300	(11,627,200)	(23.1)
5200	Grants and Capital Injections to Organisations	4,830,622	6,582,100	1,504,900	248,800	(1,256,100)	(83.5)
	<b>OTHER DEVELOPMENT FUND OUTLAYS</b>	<b>30,267,663</b>	<b>22,878,300</b>	<b>24,979,200</b>	<b>135,836,300</b>	<b>110,857,100</b>	<b>443.8</b>
5500	Land-Related Expenditure	30,267,663	22,878,300	24,979,200	135,836,300	110,857,100	443.8

## Manpower

Category/Personnel	Actual	Estimated	Revised	Estimated
	FY2024	FY2025	FY2025	FY2026
Political Appointments	5	5	6	6
Permanent Staff	660	654	720	814
Temporary, Daily-Rated & Other Staff	4	4	–	–
<b>TOTAL</b>	<b>669</b>	<b>663</b>	<b>726</b>	<b>820</b>

## STATISTICS PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the Department of Statistics (DOS). DOS's mission is to deliver insightful statistics and trusted statistical services that empower decision-making. Its main functions are to:

- (a) compile a wide range of economic, business, household and population statistics to enable the monitoring and analysis of Singapore's changing economic and social landscape;
- (b) provide data access to public sector agencies and the public through digital platforms and customised statistical services;
- (c) advise on statistical matters, engage data users and suppliers on data requirements, and work with public sector agencies on policy analyses;
- (d) develop and maintain integrated statistical databases comprising data collected from a wide range of data sources for the production of official statistics, and to support government data analytics projects; and
- (e) develop and promote the observance of national statistical standards by public sector agencies producing data for official statistics compilation.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
<b>V-B STATISTICS PROGRAMME</b>							
	<b>TOTAL EXPENDITURE</b>	<b>113,267,460</b>	<b>119,216,600</b>	<b>120,323,400</b>	<b>131,176,500</b>	<b>10,853,100</b>	<b>9.0</b>
<b>MAIN ESTIMATES</b>							
	<b>OPERATING EXPENDITURE</b>	<b>106,194,163</b>	<b>113,143,700</b>	<b>115,686,100</b>	<b>123,455,500</b>	<b>7,769,400</b>	<b>6.7</b>
	<i>RUNNING COSTS</i>	106,174,190	113,143,700	115,666,100	123,435,500	7,769,400	6.7
	<i>Expenditure on Manpower</i>	<b>59,992,701</b>	<b>61,978,800</b>	<b>62,457,200</b>	<b>70,283,700</b>	<b>7,826,500</b>	<b>12.5</b>
1500	Permanent Staff	59,895,280	61,743,800	62,222,200	70,048,700	7,826,500	12.6
1600	Temporary, Daily-Rated and Other Staff	97,421	235,000	235,000	235,000	—	—
	<i>Other Operating Expenditure</i>	<b>46,181,489</b>	<b>51,164,900</b>	<b>53,208,900</b>	<b>53,151,800</b>	<b>(57,100)</b>	<b>(0.1)</b>
2100	Consumption of Products and Services	45,268,261	50,125,800	51,375,600	36,343,300	(15,032,300)	(29.3)
2200	Maintenance	—	—	—	15,684,100	15,684,100	n.a.
2300	Staff Development and Well-Being	—	—	—	976,900	976,900	n.a.
2300A	Manpower Development	793,385	823,100	895,000	—	(895,000)	(100.0)
2400	International and Public Relations, Communications	87,474	210,500	173,000	142,000	(31,000)	(17.9)
2700	Asset Acquisition	26,729	—	759,600	—	(759,600)	(100.0)
2800	Miscellaneous	5,640	5,500	5,700	5,500	(200)	(3.5)

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
	<i>TRANSFERS</i>	19,973	–	20,000	20,000	–	–
3800	International Organisations and Overseas Development Assistance	19,973	–	20,000	20,000	–	–
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>445,991</b>	–	–	–	–	n.a.
4600	Loans and Advances (Disbursement)	445,991	–	–	–	–	n.a.
	<b>DEVELOPMENT ESTIMATES</b>						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>7,073,297</b>	<b>6,072,900</b>	<b>4,637,300</b>	<b>7,721,000</b>	<b>3,083,700</b>	<b>66.5</b>
5100	Government Development	7,073,297	6,072,900	4,637,300	7,721,000	3,083,700	66.5

## Manpower

Category/Personnel	Actual	Estimated	Revised	Estimated
	FY2024	FY2025	FY2025	FY2026
Permanent Staff	384	384	387	387
Temporary, Daily-Rated & Other Staff	28	28	–	–
<b>TOTAL</b>	<b>412</b>	<b>412</b>	<b>387</b>	<b>387</b>

## ECONOMIC DEVELOPMENT BOARD PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the Economic Development Board (EDB), whose mission is to create sustainable economic growth, with vibrant business and good job opportunities for Singapore. EDB's main functions are to:

- (a) undertake investment promotion and industry development in the manufacturing and internationally tradeable services sectors;
- (b) engage Singapore's existing base of companies to transform their operations and boost productivity;
- (c) generate growth in adjacent and disruptive areas by growing new businesses out of Singapore; and
- (d) work closely with other Singapore government agencies to constantly improve Singapore's pro-business environment, and ensure that our industries are supported by a globally competitive workforce through talent development.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	FY2025			
		FY2024	FY2025	FY2025	FY2026					
<b>V-E ECONOMIC DEVELOPMENT BOARD PROGRAMME</b>										
	<b>TOTAL EXPENDITURE</b>	<b>1,660,402,291</b>	<b>1,797,580,400</b>	<b>1,660,926,000</b>	<b>4,488,766,800</b>	<b>2,827,840,800</b>	<b>170.3</b>			
<b>MAIN ESTIMATES</b>										
	<b>OPERATING EXPENDITURE</b>	<b>277,644,287</b>	<b>270,331,400</b>	<b>283,677,000</b>	<b>366,209,200</b>	<b>82,532,200</b>	<b>29.1</b>			
	<i>RUNNING COSTS</i>	277,644,287	270,331,400	283,677,000	366,209,200	82,532,200	29.1			
	<b>Grants, Transfers and Capital Injections</b>	<b>277,644,287</b>	<b>270,331,400</b>	<b>283,677,000</b>	<b>366,209,200</b>	<b>82,532,200</b>	<b>29.1</b>			
3100	Grants and Capital Injections to Statutory Boards	277,644,287	270,331,400	283,677,000	366,209,200	82,532,200	29.1			
<b>DEVELOPMENT ESTIMATES</b>										
	<b>DEVELOPMENT EXPENDITURE</b>	<b>1,382,758,004</b>	<b>1,527,249,000</b>	<b>1,377,249,000</b>	<b>4,122,557,600</b>	<b>2,745,308,600</b>	<b>199.3</b>			
5200	Grants and Capital Injections to Organisations	1,382,758,004	1,527,249,000	1,377,249,000	4,122,557,600	2,745,308,600	199.3			
	<b>OTHER DEVELOPMENT FUND OUTLAYS</b>	<b>–</b>	<b>640,000,000</b>	<b>550,000,000</b>	<b>1,328,383,800</b>	<b>778,383,800</b>	<b>141.5</b>			
5600	Loans	–	640,000,000	550,000,000	1,328,383,800	778,383,800	141.5			

## AGENCY FOR SCIENCE, TECHNOLOGY AND RESEARCH PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the Agency for Science, Technology and Research (A\*STAR). A\*STAR's mission is to advance science and develop innovative technology to further economic growth and improve lives. A\*STAR undertakes research to enhance the competitiveness of our industry clusters, seed new areas of growth, and create value for the Singapore economy. A\*STAR also plays a central role in developing the national base of PhD research manpower and establishing major research infrastructure.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
V-H	AGENCY FOR SCIENCE, TECHNOLOGY AND RESEARCH PROGRAMME						
	<b>TOTAL EXPENDITURE</b>	<b>1,643,407,798</b>	<b>1,579,320,300</b>	<b>1,764,752,400</b>	<b>2,587,676,500</b>	<b>822,924,100</b>	<b>46.6</b>
	MAIN ESTIMATES						
	<b>OPERATING EXPENDITURE</b>	<b>60,829,260</b>	<b>59,320,300</b>	<b>60,782,600</b>	<b>72,205,100</b>	<b>11,422,500</b>	<b>18.8</b>
	<i>RUNNING COSTS</i>	60,829,260	59,320,300	60,782,600	72,205,100	11,422,500	18.8
	<b>Grants, Transfers and Capital Injections</b>	<b>60,829,260</b>	<b>59,320,300</b>	<b>60,782,600</b>	<b>72,205,100</b>	<b>11,422,500</b>	<b>18.8</b>
3100	Grants and Capital Injections to Statutory Boards	60,829,260	59,320,300	60,782,600	72,205,100	11,422,500	18.8
	DEVELOPMENT ESTIMATES						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>1,582,578,538</b>	<b>1,520,000,000</b>	<b>1,703,969,800</b>	<b>2,515,471,400</b>	<b>811,501,600</b>	<b>47.6</b>
5100	Government Development	—	—	10,300,000	321,200,000	310,900,000	n.a.
5200	Grants and Capital Injections to Organisations	1,582,578,538	1,520,000,000	1,693,669,800	2,194,271,400	500,601,600	29.6

## SENTOSA DEVELOPMENT CORPORATION PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the Sentosa Development Corporation (SDC). SDC undertakes the master planning, development, place management and promotion of Sentosa Island as a leisure destination for tourists and locals. SDC and its wholly-owned subsidiaries, Sentosa Leisure Management and Sentosa Cove Resort Management, oversee the day-to-day management of the island and the Sentosa Cove residential precinct. SDC's other wholly-owned subsidiary, Mount Faber Leisure Group, operates the cable car and other ancillary services. SDC is also the proprietor of the Sentosa Golf Club.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	\$	%
		FY2024	FY2025	FY2025	FY2026			
V-J	<b>SENTOSA DEVELOPMENT CORPORATION PROGRAMME</b>							
	<b>TOTAL EXPENDITURE</b>	<b>179,016,654</b>	<b>191,856,000</b>	<b>184,861,300</b>	<b>201,946,100</b>	<b>17,084,800</b>		<b>9.2</b>
	MAIN ESTIMATES							
	<b>OPERATING EXPENDITURE</b>	<b>169,134,679</b>	<b>173,830,200</b>	<b>174,261,000</b>	<b>175,500,800</b>	<b>1,239,800</b>		<b>0.7</b>
	<b>RUNNING COSTS</b>	<b>169,134,679</b>	<b>173,830,200</b>	<b>174,261,000</b>	<b>175,500,800</b>	<b>1,239,800</b>		<b>0.7</b>
	<b>Grants, Transfers and Capital Injections</b>	<b>169,134,679</b>	<b>173,830,200</b>	<b>174,261,000</b>	<b>175,500,800</b>	<b>1,239,800</b>		<b>0.7</b>
3100	Grants and Capital Injections to Statutory Boards	169,134,679	173,830,200	174,261,000	175,500,800	1,239,800		0.7
	DEVELOPMENT ESTIMATES							
	<b>DEVELOPMENT EXPENDITURE</b>	<b>9,881,976</b>	<b>18,025,800</b>	<b>10,600,300</b>	<b>26,445,300</b>	<b>15,845,000</b>		<b>149.5</b>
5200	Grants and Capital Injections to Organisations	9,881,976	18,025,800	10,600,300	26,445,300	15,845,000		149.5

## JTC CORPORATION PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the JTC Corporation. JTC's role is to develop strategic, innovative and critical industrial infrastructure/facilities to enhance Singapore's global competitiveness as an investment location and catalyse industry transformation.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	\$	%
		FY2024	FY2025	FY2025	FY2026			
<b>V-L JTC CORPORATION PROGRAMME</b>								
	<b>TOTAL EXPENDITURE</b>	<b>111,161,108</b>	<b>185,017,800</b>	<b>235,892,000</b>	<b>154,723,900</b>	<b>(81,168,100)</b>	<b>(34.4)</b>	
MAIN ESTIMATES								
	<b>OPERATING EXPENDITURE</b>	<b>9,815,316</b>	<b>6,069,900</b>	<b>6,373,400</b>	<b>9,066,200</b>	<b>2,692,800</b>	<b>42.3</b>	
	<i>RUNNING COSTS</i>	9,815,316	6,069,900	6,373,400	9,066,200	2,692,800	42.3	
	<b>Grants, Transfers and Capital Injections</b>	<b>9,815,316</b>	<b>6,069,900</b>	<b>6,373,400</b>	<b>9,066,200</b>	<b>2,692,800</b>	<b>42.3</b>	
3100	Grants and Capital Injections to Statutory Boards	9,815,316	6,069,900	6,373,400	9,066,200	2,692,800	42.3	
DEVELOPMENT ESTIMATES								
	<b>DEVELOPMENT EXPENDITURE</b>	<b>101,345,791</b>	<b>178,947,900</b>	<b>229,518,600</b>	<b>145,657,700</b>	<b>(83,860,900)</b>	<b>(36.5)</b>	
5100	Government Development	34,906,379	96,000,000	155,373,700	48,443,700	(106,930,000)	(68.8)	
5200	Grants and Capital Injections to Organisations	66,439,413	82,947,900	74,144,900	97,214,000	23,069,100	31.1	

## SINGAPORE TOURISM BOARD PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the Singapore Tourism Board (STB). STB champions the development of tourism to shape a dynamic tourism landscape for Singapore. Its main roles are:

- (a) to develop new tourism concepts and infrastructure, and anchor world-class attractions and events to enhance visitor experience and add vibrancy to key tourism precincts in Singapore, in partnership with government agencies and industry partners;
- (b) to promote Singapore as a world-class business and leisure destination through the “Passion Made Possible” brand to strengthen Singapore’s global appeal;
- (c) to enhance industry competitiveness through collaboration with industry partners to innovate and create value for visitors. STB also aims to facilitate knowledge- and resource-sharing to raise industry capabilities, maximise business opportunities, and forge long-term partnerships;
- (d) to ensure a relevant business environment by regularly updating the tourism regulation framework and providing support and incentives to encourage the private sector to take the lead in investing in growth; and
- (e) to nurture engagement between tourism industry partners and the local community.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
V-N	<b>SINGAPORE TOURISM BOARD PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>573,568,967</b>	<b>535,673,900</b>	<b>546,538,500</b>	<b>726,508,700</b>	<b>179,970,200</b>	<b>32.9</b>
	<b>MAIN ESTIMATES</b>						
	<b>OPERATING EXPENDITURE</b>	<b>343,035,657</b>	<b>313,122,400</b>	<b>312,761,000</b>	<b>357,926,200</b>	<b>45,165,200</b>	<b>14.4</b>
	<b>RUNNING COSTS</b>	<b>343,035,657</b>	<b>313,122,400</b>	<b>312,761,000</b>	<b>357,926,200</b>	<b>45,165,200</b>	<b>14.4</b>
	<b>Grants, Transfers and Capital Injections</b>	<b>343,035,657</b>	<b>313,122,400</b>	<b>312,761,000</b>	<b>357,926,200</b>	<b>45,165,200</b>	<b>14.4</b>
3100	Grants and Capital Injections to Statutory Boards	343,035,657	313,122,400	312,761,000	357,926,200	45,165,200	14.4
	<b>DEVELOPMENT ESTIMATES</b>						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>230,533,310</b>	<b>222,551,500</b>	<b>233,777,500</b>	<b>368,582,500</b>	<b>134,805,000</b>	<b>57.7</b>
5200	Grants and Capital Injections to Organisations	230,533,310	222,551,500	233,777,500	368,582,500	134,805,000	57.7

## COMPETITION AND CONSUMER COMMISSION OF SINGAPORE PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the Competition and Consumer Commission of Singapore (CCS). The main functions and duties of CCS are to:

- (a) maintain and enhance efficient market conduct and promote overall productivity, innovation and competitiveness of markets in Singapore;
- (b) promote fair trading practices among suppliers and consumers and enable consumers to make informed purchasing decisions in Singapore;
- (c) promote among suppliers in Singapore, and educate consumers on, the following practices: (i) the supply of safe consumer goods; (ii) the provision of relevant safety information about consumer goods; and (iii) legal metrology;
- (d) act internationally as the national body representative of Singapore in respect of competition matters, consumer protection and legal metrology;
- (e) advise the Government, any public authority or any consumer protection organization on national needs and policies in respect of competition matters, consumer protection and legal metrology generally; and
- (f) administer and enforce the Competition Act 2004, Consumer Protection (Fair Trading) Act 2003 and Weights and Measures Act 1975.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
V-P	COMPETITION AND CONSUMER COMMISSION OF SINGAPORE PROGRAMME						
	<b>TOTAL EXPENDITURE</b>	<b>22,610,182</b>	<b>20,495,800</b>	<b>23,612,800</b>	<b>32,544,900</b>	<b>8,932,100</b>	<b>37.8</b>
	MAIN ESTIMATES						
	<b>OPERATING EXPENDITURE</b>	<b>22,610,182</b>	<b>20,495,800</b>	<b>22,918,600</b>	<b>29,999,000</b>	<b>7,080,400</b>	<b>30.9</b>
	<i>RUNNING COSTS</i>	22,610,182	20,495,800	22,918,600	29,999,000	7,080,400	30.9
	<b>Grants, Transfers and Capital Injections</b>	<b>22,610,182</b>	<b>20,495,800</b>	<b>22,918,600</b>	<b>29,999,000</b>	<b>7,080,400</b>	<b>30.9</b>
3100	Grants and Capital Injections to Statutory Boards	22,610,182	20,495,800	22,918,600	29,999,000	7,080,400	30.9
	DEVELOPMENT ESTIMATES						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>–</b>	<b>–</b>	<b>694,200</b>	<b>2,545,900</b>	<b>1,851,700</b>	<b>266.7</b>
5200	Grants and Capital Injections to Organisations	–	–	694,200	2,545,900	1,851,700	266.7

## ENERGY MARKET AUTHORITY PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the Energy Market Authority (EMA), whose vision is to develop a clean energy future for Singapore that is resilient, sustainable, and competitive for the benefit of all Singaporeans.

EMA's main functions are:

- (a) Power System Operator: To operate the critical delivery infrastructure used in the supply of electricity to homes, offices, and industries.
- (b) Industry Developer: To advance the power sector by developing manpower capabilities, catalysing innovation, and establishing thought leadership.
- (c) Industry Regulator: To regulate Singapore's electricity, gas industries, and district cooling services to ensure fair competition and protect consumers' interests.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
V-Q	<b>ENERGY MARKET AUTHORITY PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>45,881,192</b>	<b>158,150,200</b>	<b>169,417,200</b>	<b>144,137,300</b>	<b>(25,279,900)</b>	<b>(14.9)</b>
	MAIN ESTIMATES						
	<b>OPERATING EXPENDITURE</b>	<b>25,494,088</b>	<b>58,549,300</b>	<b>114,973,100</b>	<b>90,911,500</b>	<b>(24,061,600)</b>	<b>(20.9)</b>
	<i>RUNNING COSTS</i>	25,494,088	58,549,300	114,973,100	90,911,500	(24,061,600)	(20.9)
	<b>Grants, Transfers and Capital Injections</b>	<b>25,494,088</b>	<b>58,549,300</b>	<b>114,973,100</b>	<b>90,911,500</b>	<b>(24,061,600)</b>	<b>(20.9)</b>
3100	Grants and Capital Injections to Statutory Boards	25,494,088	58,549,300	114,973,100	90,911,500	(24,061,600)	(20.9)
	DEVELOPMENT ESTIMATES						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>20,387,104</b>	<b>99,600,900</b>	<b>54,444,100</b>	<b>53,225,800</b>	<b>(1,218,300)</b>	<b>(2.2)</b>
5200	Grants and Capital Injections to Organisations	20,387,104	99,600,900	54,444,100	53,225,800	(1,218,300)	(2.2)

## ENTERPRISE SINGAPORE PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under Enterprise Singapore (EnterpriseSG). EnterpriseSG is the government agency championing enterprise development. It aims to grow stronger Singapore enterprises by strengthening enterprise and innovation capabilities, transforming industries, and facilitating access to global market opportunities. EnterpriseSG also supports the growth of startups and Singapore as a leading global trading hub. As the national standards and accreditation body, EnterpriseSG builds quality and trust in Singapore enterprises, products and services.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
V-R	ENTERPRISE SINGAPORE PROGRAMME						
	<b>TOTAL EXPENDITURE</b>	<b>1,138,066,243</b>	<b>2,224,474,400</b>	<b>1,575,113,800</b>	<b>2,313,818,600</b>	<b>738,704,800</b>	<b>46.9</b>
	MAIN ESTIMATES						
	<b>OPERATING EXPENDITURE</b>	<b>296,086,450</b>	<b>309,689,400</b>	<b>318,302,700</b>	<b>353,458,500</b>	<b>35,155,800</b>	<b>11.0</b>
	<i>RUNNING COSTS</i>	296,086,450	309,689,400	318,302,700	353,458,500	35,155,800	11.0
	<b>Grants, Transfers and Capital Injections</b>	<b>296,086,450</b>	<b>309,689,400</b>	<b>318,302,700</b>	<b>353,458,500</b>	<b>35,155,800</b>	<b>11.0</b>
3100	Grants and Capital Injections to Statutory Boards	296,086,450	309,689,400	318,302,700	353,458,500	35,155,800	11.0
	DEVELOPMENT ESTIMATES						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>841,979,793</b>	<b>1,914,785,000</b>	<b>1,256,811,100</b>	<b>1,960,360,100</b>	<b>703,549,000</b>	<b>56.0</b>
5200	Grants and Capital Injections to Organisations	841,979,793	1,914,785,000	1,256,811,100	1,960,360,100	703,549,000	56.0
	<b>OTHER DEVELOPMENT FUND OUTLAYS</b>	<b>4,073,622</b>	<b>100,000,000</b>	—	—	—	<b>n.a.</b>
5600	Loans	4,073,622	100,000,000	—	—	—	n.a.

## PROGRAMME DETAILS

Head W

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Ministry of Transport



## ADMINISTRATION PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the Ministry of Transport (MOT) HQ. Its main functions are:

- (a) to formulate policies to develop and promote Singapore as a premier global air hub;
- (b) to formulate policies to develop and promote Singapore as a leading global container hub port and international maritime centre;
- (c) to formulate policies to develop an efficient, sustainable and world-class land transport system;
- (d) to advance MOT's international interests and relations;
- (e) to create a future-ready Ministry through foresight and futures work as well as develop a readiness capability to manage transport emergencies;
- (f) to undertake investigations related to aviation, maritime, rail and selected bus accidents and incidents with a view to enhancing the sectors' safety;
- (g) to guide technology master-planning and system engineering practices, coordinate digitalisation efforts, and ensure cybersecurity and data security governance;
- (h) to promote the Ministry's policies and programmes through public communications activities and engagements; and
- (i) to provide corporate support services to the Ministry and its statutory boards.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025			
		FY2024	FY2025	FY2025	FY2026				
\$									
<b>W-A ADMINISTRATION PROGRAMME</b>									
<b>TOTAL EXPENDITURE</b>		<b>7,805,494,491</b>	<b>9,488,703,500</b>	<b>9,744,378,500</b>	<b>10,520,269,400</b>	<b>775,890,900</b>	<b>8.0</b>		
<b>MAIN ESTIMATES</b>									
<b>OPERATING EXPENDITURE</b>		<b>2,492,221,057</b>	<b>2,786,010,600</b>	<b>2,917,371,900</b>	<b>3,096,297,400</b>	<b>178,925,500</b>	<b>6.1</b>		
<b>RUNNING COSTS</b>		<b>2,388,927,245</b>	<b>2,746,309,600</b>	<b>2,878,831,100</b>	<b>3,074,476,800</b>	<b>195,645,700</b>	<b>6.8</b>		
<b>Expenditure on Manpower</b>		<b>38,532,432</b>	<b>41,912,900</b>	<b>45,643,400</b>	<b>55,268,000</b>	<b>9,624,600</b>	<b>21.1</b>		
1200	Political Appointments	1,327,005	1,682,000	1,803,200	1,682,300	(120,900)	(6.7)		
1500	Permanent Staff	37,179,640	40,214,600	43,773,300	53,519,700	9,746,400	22.3		
1600	Temporary, Daily-Rated and Other Staff	25,787	16,300	66,900	66,000	(900)	(1.3)		
<b>Other Operating Expenditure</b>		<b>1,017,127,330</b>	<b>1,136,923,800</b>	<b>1,195,828,100</b>	<b>1,231,816,800</b>	<b>35,988,700</b>	<b>3.0</b>		
2100	Consumption of Products and Services	1,012,834,421	1,126,293,000	1,183,996,900	1,224,020,600	40,023,700	3.4		
2200	Maintenance	—	—	—	1,308,500	1,308,500	n.a.		
2300	Staff Development and Well-Being	—	—	—	911,100	911,100	n.a.		
2300A	Manpower Development	566,544	848,700	822,100	—	(822,100)	(100.0)		

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	\$	%
		FY2024	FY2025	FY2025	FY2026			
2400	International and Public Relations, Communications	3,503,381	9,642,100	10,855,700	5,187,400	(5,668,300)	(52.2)	
2700	Asset Acquisition	222,831	140,000	153,400	389,200	235,800	153.7	
2800	Miscellaneous	154	—	—	—	—	n.a.	
	<b>Grants, Transfers and Capital Injections</b>	<b>1,333,267,482</b>	<b>1,567,472,900</b>	<b>1,637,359,600</b>	<b>1,787,392,000</b>	<b>150,032,400</b>	<b>9.2</b>	
3100	Grants and Capital Injections to Statutory Boards	1,333,267,482	1,567,472,900	1,637,359,600	1,586,384,000	(50,975,600)	(3.1)	
3400	Grants and Capital Injections to Others	—	—	—	201,008,000	201,008,000	n.a.	
	<i>TRANSFERS</i>	103,293,812	39,701,000	38,540,800	21,820,600	(16,720,200)	(43.4)	
3500	Social Transfers to Individuals	17,648,600	37,513,100	36,365,600	19,615,700	(16,749,900)	(46.1)	
3600	Transfers to Institutions and Organisations	82,637,027	—	—	—	—	n.a.	
3800	International Organisations and Overseas Development Assistance	3,008,185	2,187,900	2,175,200	2,204,900	29,700	1.4	
	<b>DEVELOPMENT ESTIMATES</b>							
	<b>DEVELOPMENT EXPENDITURE</b>	<b>5,313,273,434</b>	<b>6,702,692,900</b>	<b>6,827,006,600</b>	<b>7,423,972,000</b>	<b>596,965,400</b>	<b>8.7</b>	
5100	Government Development	5,306,532,072	6,345,709,000	6,635,327,900	7,208,699,700	573,371,800	8.6	
5200	Grants and Capital Injections to Organisations	6,741,362	356,983,900	191,678,700	215,272,300	23,593,600	12.3	
	<b>OTHER DEVELOPMENT FUND OUTLAYS</b>	<b>238,780,143</b>	<b>596,508,600</b>	<b>662,089,200</b>	<b>265,857,800</b>	<b>(396,231,400)</b>	<b>(59.8)</b>	
5500	Land-Related Expenditure	238,780,143	596,508,600	662,089,200	265,857,800	(396,231,400)	(59.8)	

## Manpower

Category/Personnel	Actual	Estimated	Revised	Estimated
	FY2024	FY2025	FY2025	FY2026
Political Appointments	4	4	4	4
Permanent Staff	145	145	166	166
<b>TOTAL</b>	<b>149</b>	<b>149</b>	<b>170</b>	<b>170</b>

## PUBLIC TRANSPORT COUNCIL PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the Public Transport Council (PTC). The funding under this programme is for the regulation of public transport fares and fare payment services, promoting positive commuter behaviours as well as enforcement against fare evasion. The Council also undertakes the role of an independent advisor to the Minister for Transport on public transport matters.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
W-E	<b>PUBLIC TRANSPORT COUNCIL PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>10,613,253</b>	<b>12,008,300</b>	<b>11,830,600</b>	<b>12,876,800</b>	<b>1,046,200</b>	<b>8.8</b>
	MAIN ESTIMATES						
	<b>OPERATING EXPENDITURE</b>	<b>10,613,253</b>	<b>12,008,300</b>	<b>11,830,600</b>	<b>12,876,800</b>	<b>1,046,200</b>	<b>8.8</b>
	<i>RUNNING COSTS</i>	<i>10,613,253</i>	<i>12,008,300</i>	<i>11,830,600</i>	<i>12,876,800</i>	<i>1,046,200</i>	<i>8.8</i>
	<b>Grants, Transfers and Capital Injections</b>	<b>10,613,253</b>	<b>12,008,300</b>	<b>11,830,600</b>	<b>12,876,800</b>	<b>1,046,200</b>	<b>8.8</b>
3100	Grants and Capital Injections to Statutory Boards	10,613,253	12,008,300	11,830,600	12,876,800	1,046,200	8.8

## CIVIL AVIATION AUTHORITY PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the Civil Aviation Authority of Singapore. The funding provided under this programme is for the development of airport infrastructure.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
W-G	<b>CIVIL AVIATION AUTHORITY PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>1,067,067,849</b>	<b>15,304,100</b>	<b>18,454,000</b>	<b>96,740,900</b>	<b>78,286,900</b>	<b>424.2</b>
	DEVELOPMENT ESTIMATES						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>1,067,067,849</b>	<b>15,304,100</b>	<b>18,454,000</b>	<b>96,740,900</b>	<b>78,286,900</b>	<b>424.2</b>
5200	Grants and Capital Injections to Organisations	1,067,067,849	15,304,100	18,454,000	96,740,900	78,286,900	424.2

## LAND TRANSPORT AUTHORITY PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the Land Transport Authority (LTA). The funding provided under this programme is for the implementation of land transport policies and the development and maintenance of land transport infrastructure.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	\$	%
		FY2024	FY2025	FY2025	FY2026			
	<b>W-H LAND TRANSPORT AUTHORITY PROGRAMME</b>							
	<b>TOTAL EXPENDITURE</b>	<b>5,744,671,179</b>	<b>5,213,806,200</b>	<b>6,158,048,200</b>	<b>5,519,709,600</b>	<b>(638,338,600)</b>	<b>(10.4)</b>	
	DEVELOPMENT ESTIMATES							
	<b>DEVELOPMENT EXPENDITURE</b>	<b>5,744,671,179</b>	<b>5,213,806,200</b>	<b>6,158,048,200</b>	<b>5,519,709,600</b>	<b>(638,338,600)</b>	<b>(10.4)</b>	
5200	Grants and Capital Injections to Organisations	5,744,671,179	5,213,806,200	6,158,048,200	5,519,709,600	(638,338,600)	(10.4)	



## PROGRAMME DETAILS

Head X

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Ministry of Culture, Community and Youth



## CORPORATE SERVICES PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the Ministry of Culture, Community and Youth (MCCY) HQ. It includes the corporate services functions of communications and engagement, corporate administration, human resource, internal audit, legal services, organisational development, and strategic planning & finance.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
<b>X-A CORPORATE SERVICES PROGRAMME</b>							
	<b>TOTAL EXPENDITURE</b>	<b>48,933,268</b>	<b>62,376,100</b>	<b>61,181,200</b>	<b>77,723,200</b>	<b>16,542,000</b>	<b>27.0</b>
MAIN ESTIMATES							
	<b>OPERATING EXPENDITURE</b>	<b>48,768,565</b>	<b>60,976,100</b>	<b>59,697,000</b>	<b>72,486,800</b>	<b>12,789,800</b>	<b>21.4</b>
	<b>RUNNING COSTS</b>	<b>48,768,565</b>	<b>60,976,100</b>	<b>59,697,000</b>	<b>72,486,800</b>	<b>12,789,800</b>	<b>21.4</b>
	<b>Expenditure on Manpower</b>	<b>28,202,536</b>	<b>27,516,000</b>	<b>32,512,900</b>	<b>35,598,000</b>	<b>3,085,100</b>	<b>9.5</b>
1200	Political Appointments	1,729,765	2,683,700	3,176,000	3,410,700	234,700	7.4
1500	Permanent Staff	26,444,038	24,724,300	29,243,900	32,091,300	2,847,400	9.7
1600	Temporary, Daily-Rated and Other Staff	28,733	108,000	93,000	96,000	3,000	3.2
	<b>Other Operating Expenditure</b>	<b>16,142,677</b>	<b>28,945,100</b>	<b>22,077,000</b>	<b>32,244,300</b>	<b>10,167,300</b>	<b>46.1</b>
2100	Consumption of Products and Services	7,797,291	18,777,300	8,142,200	20,916,800	12,774,600	156.9
2200	Maintenance	–	–	–	2,212,100	2,212,100	n.a.
2300	Staff Development and Well-Being	–	–	–	1,940,300	1,940,300	n.a.
2300A	Manpower Development	1,334,365	1,793,600	1,841,600	–	(1,841,600)	(100.0)
2400	International and Public Relations, Communications	6,991,804	8,150,600	11,584,000	6,721,000	(4,863,000)	(42.0)
2700	Asset Acquisition	7,958	223,600	499,200	444,100	(55,100)	(11.0)
2800	Miscellaneous	11,259	–	10,000	10,000	–	–
	<b>Grants, Transfers and Capital Injections</b>	<b>4,423,352</b>	<b>4,515,000</b>	<b>5,107,100</b>	<b>4,644,500</b>	<b>(462,600)</b>	<b>(9.1)</b>
3100	Grants and Capital Injections to Statutory Boards	2,494,888	2,211,000	1,710,000	1,951,000	241,000	14.1
3200	Grants and Capital Injections to Educational Institutions	–	–	537,300	316,000	(221,300)	(41.2)
3400	Grants and Capital Injections to Others	1,928,464	2,304,000	2,859,800	2,377,500	(482,300)	(16.9)
DEVELOPMENT ESTIMATES							
	<b>DEVELOPMENT EXPENDITURE</b>	<b>164,703</b>	<b>1,400,000</b>	<b>1,484,200</b>	<b>5,236,400</b>	<b>3,752,200</b>	<b>252.8</b>
5100	Government Development	164,703	1,400,000	1,484,200	5,236,400	3,752,200	252.8

## Manpower

Category/Personnel	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
Political Appointments	4	4	5	5
Permanent Staff	119	135	129	139
<b>TOTAL</b>	<b>123</b>	<b>139</b>	<b>134</b>	<b>144</b>

## ARTS AND HERITAGE PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the Arts and Heritage Division and the Culture Academy (CA) of MCCY.

The Arts and Heritage Division aims to promote the growth of Singapore's arts and heritage sector. Through an appreciation of our local arts and heritage, we bring people together and enhance our national identity. The Division provides policy direction and support to the National Arts Council, the National Heritage Board, The Esplanade Company Limited, the School of the Arts, Singapore, the National Gallery Singapore, the Singapore Art Museum, and the STPI – Creative Workshop & Gallery. The Division will also introduce policies and programmes that make the arts and heritage more accessible to Singaporeans, and further develop the local arts and heritage ecosystem.

The CA champions the development of the next generation of Singapore's cultural leaders in the arts and culture sectors. It is a centre of excellence for cultural thought leadership that develops and aligns cultural leaders of MCCY institutions towards MCCY's strategic outcomes, with two key focus areas: Leadership & Capability Development, and Research & Partnership.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025		
		FY2024	FY2025	FY2025	FY2026			
		\$	\$	\$	\$	\$	%	
<b>X-B ARTS AND HERITAGE PROGRAMME</b>								
	<b>TOTAL EXPENDITURE</b>	<b>204,093,878</b>	<b>293,110,400</b>	<b>241,546,800</b>	<b>254,271,800</b>	<b>12,725,000</b>	<b>5.3</b>	
MAIN ESTIMATES								
	<b>OPERATING EXPENDITURE</b>	<b>185,375,848</b>	<b>252,208,500</b>	<b>216,600,500</b>	<b>223,664,100</b>	<b>7,063,600</b>	<b>3.3</b>	
	<i>RUNNING COSTS</i>	185,375,848	212,661,800	207,720,500	206,664,100	(1,056,400)	(0.5)	
	<i>Expenditure on Manpower</i>	<b>4,712,277</b>	<b>6,663,500</b>	<b>6,144,200</b>	<b>7,081,300</b>	<b>937,100</b>	<b>15.3</b>	
1500	Permanent Staff	4,699,311	6,659,900	6,128,600	7,065,300	936,700	15.3	
1600	Temporary, Daily-Rated and Other Staff	12,966	3,600	15,600	16,000	400	2.6	
	<i>Other Operating Expenditure</i>	<b>3,761,234</b>	<b>20,944,000</b>	<b>11,147,400</b>	<b>14,163,100</b>	<b>3,015,700</b>	<b>27.1</b>	
2100	Consumption of Products and Services	3,316,693	20,595,900	10,664,800	12,191,900	1,527,100	14.3	
2200	Maintenance	–	–	–	1,884,600	1,884,600	n.a.	
2400	International and Public Relations, Communications	444,420	348,100	479,500	86,600	(392,900)	(81.9)	
2700	Asset Acquisition	121	–	3,100	–	(3,100)	(100.0)	
	<b>Grants, Transfers and Capital Injections</b>	<b>176,902,337</b>	<b>185,054,300</b>	<b>190,428,900</b>	<b>185,419,700</b>	<b>(5,009,200)</b>	<b>(2.6)</b>	
3100	Grants and Capital Injections to Statutory Boards	5,569,949	7,907,600	8,067,600	5,150,000	(2,917,600)	(36.2)	
3200	Grants and Capital Injections to Educational Institutions	20,588,799	20,588,700	20,588,800	21,288,800	700,000	3.4	
3400	Grants and Capital Injections to Others	150,743,590	156,558,000	161,772,500	158,980,900	(2,791,600)	(1.7)	

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
	<i>TRANSFERS</i>	–	39,546,700	8,880,000	17,000,000	8,120,000	91.4
3500	Social Transfers to Individuals	–	39,546,700	8,880,000	17,000,000	8,120,000	91.4
<b>DEVELOPMENT ESTIMATES</b>							
	<b>DEVELOPMENT EXPENDITURE</b>	<b>18,718,029</b>	<b>40,901,900</b>	<b>24,946,300</b>	<b>30,607,700</b>	<b>5,661,400</b>	<b>22.7</b>
5100	Government Development	12,865,708	19,714,000	15,843,700	9,949,200	(5,894,500)	(37.2)
5200	Grants and Capital Injections to Organisations	5,852,321	21,187,900	9,102,600	20,658,500	11,555,900	127.0

## Manpower

Category/Personnel	Actual	Estimated	Revised	Estimated
	FY2024	FY2025	FY2025	FY2026
Permanent Staff	31	42	47	54
<b>TOTAL</b>	<b>31</b>	<b>42</b>	<b>47</b>	<b>54</b>

## CHARITIES AND CO-OPERATIVES PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the Charities Unit and the Registry of Co-operative Societies and Mutual Benefit Organisations.

The Charities Unit, which is under the purview of the Commissioner of Charities, undertakes both policy and regulatory functions relating to charities/Institutions of a Public Character and fundraising activities. Together with the Charity Council and the five Sector Administrators, it seeks to promote good governance, ensure regulatory relevance and compliance, and be a proactive charity advisory. This is to achieve a well-governed and thriving charity sector with strong public support, where members of the public and donors practise informed giving.

The Registry of Co-operative Societies and Mutual Benefit Organisations regulates co-operative societies and mutual benefit organisations (MBOs), so as to protect members' interests. It formulates, implements, and reviews policies relating to co-operatives and MBOs. The Registry works closely with its stakeholders to strengthen co-operatives' governance and management capabilities.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025		
		FY2024	FY2025	FY2025	FY2026			
		\$	\$	\$	\$	\$	%	
<b>X-C CHARITIES AND CO-OPERATIVES PROGRAMME</b>								
	<b>TOTAL EXPENDITURE</b>	<b>11,301,143</b>	<b>11,958,700</b>	<b>11,864,800</b>	<b>14,063,200</b>	<b>2,198,400</b>	<b>18.5</b>	
<b>MAIN ESTIMATES</b>								
	<b>OPERATING EXPENDITURE</b>	<b>11,301,143</b>	<b>11,958,700</b>	<b>11,864,800</b>	<b>13,063,200</b>	<b>1,198,400</b>	<b>10.1</b>	
	<i>RUNNING COSTS</i>	6,328,368	6,901,500	6,807,600	7,912,200	1,104,600	16.2	
	<i>Expenditure on Manpower</i>	<b>4,928,803</b>	<b>4,950,300</b>	<b>5,185,400</b>	<b>5,861,700</b>	<b>676,300</b>	<b>13.0</b>	
1500	Permanent Staff	4,928,803	4,950,300	5,185,400	5,861,700	676,300	13.0	
	<i>Other Operating Expenditure</i>	<b>1,380,762</b>	<b>1,951,200</b>	<b>1,563,200</b>	<b>2,000,500</b>	<b>437,300</b>	<b>28.0</b>	
2100	Consumption of Products and Services	1,144,188	1,745,400	1,392,800	1,995,800	603,000	43.3	
2400	International and Public Relations, Communications	236,574	205,800	170,400	4,700	(165,700)	(97.2)	
	<b>Grants, Transfers and Capital Injections</b>	<b>18,803</b>	<b>–</b>	<b>59,000</b>	<b>50,000</b>	<b>(9,000)</b>	<b>(15.3)</b>	
3200	Grants and Capital Injections to Educational Institutions	–	–	59,000	50,000	(9,000)	(15.3)	
3400	Grants and Capital Injections to Others	18,803	–	–	–	–	n.a.	
	<b>TRANSFERS</b>	<b>4,972,775</b>	<b>5,057,200</b>	<b>5,057,200</b>	<b>5,151,000</b>	<b>93,800</b>	<b>1.9</b>	
3600	Transfers to Institutions and Organisations	4,972,775	5,057,200	5,057,200	5,151,000	93,800	1.9	

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025		
		FY2024	FY2025	FY2025	FY2026			
		\$	\$	\$	\$	\$	%	
DEVELOPMENT ESTIMATES								
	<b>DEVELOPMENT EXPENDITURE</b>	—	—	—	<b>1,000,000</b>	<b>1,000,000</b>	<b>n.a.</b>	
5100	Government Development	—	—	—	1,000,000	1,000,000	n.a.	

## Manpower

Category/Personnel	Actual	Estimated	Revised	Estimated
	FY2024	FY2025	FY2025	FY2026
Permanent Staff	31	31	27	30
<b>TOTAL</b>	<b>31</b>	<b>31</b>	<b>27</b>	<b>30</b>

## RESILIENCE, ENGAGEMENT & PARTNERSHIPS PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the Resilience and Engagement Division (RED) and the Government Partnerships & Engagement Group (GPEG).

RED and GPEG aim to encourage and empower civic participation. This includes promoting and supporting volunteerism as well as ground up initiatives that benefit the community. It also includes developing the partnerships and engagement capabilities of the public service to create more opportunities for dialogue and partnership between citizens and government, and among citizens.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
X-D	<b>RESILIENCE, ENGAGEMENT &amp; PARTNERSHIPS PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>63,455,993</b>	<b>85,260,100</b>	<b>83,866,500</b>	<b>85,383,100</b>	<b>1,516,600</b>	<b>1.8</b>
	<b>MAIN ESTIMATES</b>						
	<b>OPERATING EXPENDITURE</b>	<b>59,003,396</b>	<b>85,157,500</b>	<b>83,613,900</b>	<b>85,383,100</b>	<b>1,769,200</b>	<b>2.1</b>
	<i>RUNNING COSTS</i>	59,003,396	85,157,500	83,613,900	85,383,100	1,769,200	2.1
	<i>Expenditure on Manpower</i>	<b>10,121,084</b>	<b>11,441,000</b>	<b>9,482,900</b>	<b>12,042,000</b>	<b>2,559,100</b>	<b>27.0</b>
1500	Permanent Staff	10,109,867	11,428,000	9,482,900	12,032,000	2,549,100	26.9
1600	Temporary, Daily-Rated and Other Staff	11,217	13,000	–	10,000	10,000	n.a.
	<i>Other Operating Expenditure</i>	<b>3,879,829</b>	<b>24,627,000</b>	<b>5,586,400</b>	<b>8,067,700</b>	<b>2,481,300</b>	<b>44.4</b>
2100	Consumption of Products and Services	1,131,229	19,745,400	1,975,700	3,473,500	1,497,800	75.8
2200	Maintenance	–	–	–	1,000	1,000	n.a.
2400	International and Public Relations, Communications	2,743,733	4,876,400	3,605,500	4,588,000	982,500	27.3
2700	Asset Acquisition	4,867	5,200	5,200	5,200	–	–
	<b>Grants, Transfers and Capital Injections</b>	<b>45,002,483</b>	<b>49,089,500</b>	<b>68,544,600</b>	<b>65,273,400</b>	<b>(3,271,200)</b>	<b>(4.8)</b>
3100	Grants and Capital Injections to Statutory Boards	1,714,146	4,848,600	20,643,500	4,397,800	(16,245,700)	(78.7)
3400	Grants and Capital Injections to Others	43,288,337	44,240,900	47,901,100	60,875,600	12,974,500	27.1
	<b>DEVELOPMENT ESTIMATES</b>						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>4,452,597</b>	<b>102,600</b>	<b>252,600</b>	<b>–</b>	<b>(252,600)</b>	<b>(100.0)</b>
5100	Government Development	332,200	–	–	–	–	n.a.
5200	Grants and Capital Injections to Organisations	4,120,397	102,600	252,600	–	(252,600)	(100.0)

**Manpower**

Category/Personnel	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
Permanent Staff	82	96	75	86
<b>TOTAL</b>	<b>82</b>	<b>96</b>	<b>75</b>	<b>86</b>

## COMMUNITY RELATIONS AND ENGAGEMENT PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the Community Relations and Engagement Division of MCCY. It seeks to promote racial and religious harmony and the development of networks among ethnic and religious organisations. The programme includes the administration of Muslim law.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	FY2025
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
<b>X-E COMMUNITY RELATIONS AND ENGAGEMENT PROGRAMME</b>							
	<b>TOTAL EXPENDITURE</b>	<b>114,775,939</b>	<b>113,930,400</b>	<b>104,002,200</b>	<b>129,489,000</b>	<b>25,486,800</b>	<b>24.5</b>
MAIN ESTIMATES							
	<b>OPERATING EXPENDITURE</b>	<b>112,805,280</b>	<b>113,130,400</b>	<b>102,602,200</b>	<b>127,316,000</b>	<b>24,713,800</b>	<b>24.1</b>
	<i>RUNNING COSTS</i>	34,325,287	29,040,300	26,622,500	38,064,500	11,442,000	43.0
	<i>Expenditure on Manpower</i>	<b>11,750,715</b>	<b>12,589,400</b>	<b>11,396,000</b>	<b>14,747,900</b>	<b>3,351,900</b>	<b>29.4</b>
1500	Permanent Staff	11,748,125	12,586,100	11,396,000	14,747,900	3,351,900	29.4
1600	Temporary, Daily-Rated and Other Staff	2,590	3,300	–	–	–	n.a.
	<i>Other Operating Expenditure</i>	<b>20,100,630</b>	<b>14,672,200</b>	<b>13,127,900</b>	<b>15,372,000</b>	<b>2,244,100</b>	<b>17.1</b>
2100	Consumption of Products and Services	6,614,471	9,346,300	7,071,500	14,104,000	7,032,500	99.4
2200	Maintenance	–	–	–	1,262,000	1,262,000	n.a.
2400	International and Public Relations, Communications	13,485,960	5,325,400	6,055,900	6,000	(6,049,900)	(99.9)
2700	Asset Acquisition	199	–	–	–	–	n.a.
2800	Miscellaneous	–	500	500	–	(500)	(100.0)
	<b>Grants, Transfers and Capital Injections</b>	<b>2,473,941</b>	<b>1,778,700</b>	<b>2,098,600</b>	<b>7,944,600</b>	<b>5,846,000</b>	<b>278.6</b>
3100	Grants and Capital Injections to Statutory Boards	200,000	–	300,000	–	(300,000)	(100.0)
3400	Grants and Capital Injections to Others	2,273,941	1,778,700	1,798,600	7,944,600	6,146,000	341.7
	<b>TRANSFERS</b>	<b>78,479,993</b>	<b>84,090,100</b>	<b>75,979,700</b>	<b>89,251,500</b>	<b>13,271,800</b>	<b>17.5</b>
3600	Transfers to Institutions and Organisations	78,479,993	84,090,100	75,979,700	89,251,500	13,271,800	17.5
DEVELOPMENT ESTIMATES							
	<b>DEVELOPMENT EXPENDITURE</b>	<b>1,970,659</b>	<b>800,000</b>	<b>1,400,000</b>	<b>2,173,000</b>	<b>773,000</b>	<b>55.2</b>
5100	Government Development	1,970,659	800,000	1,400,000	2,173,000	773,000	55.2

**Manpower**

Category/Personnel	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
Permanent Staff	88	93	86	95
<b>TOTAL</b>	<b>88</b>	<b>93</b>	<b>86</b>	<b>95</b>

## INFORMATION TECHNOLOGY PROGRAMME

### PROGRAMME DESCRIPTION

The Information Technology Division (ITD) of MCCY aims to utilise information technology to strengthen the Ministry's capabilities in building a caring, cohesive, and confident society. Using the latest technology, ITD seeks to enhance the security and usability of Information and Communications technology systems, so that the Ministry is able to carry out effective programmes to achieve its goals.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
X-F	<b>INFORMATION TECHNOLOGY PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>43,782,699</b>	<b>41,685,900</b>	<b>48,546,700</b>	<b>51,421,700</b>	<b>2,875,000</b>	<b>5.9</b>
	MAIN ESTIMATES						
	<b>OPERATING EXPENDITURE</b>	<b>43,782,699</b>	<b>41,291,000</b>	<b>48,546,700</b>	<b>51,421,700</b>	<b>2,875,000</b>	<b>5.9</b>
	<i>RUNNING COSTS</i>	43,782,699	41,291,000	48,546,700	51,421,700	2,875,000	5.9
	<i>Expenditure on Manpower</i>	61,904	110,700	122,800	137,900	15,100	12.3
1500	Permanent Staff	61,904	110,700	122,800	137,900	15,100	12.3
	<i>Other Operating Expenditure</i>	43,720,795	40,976,300	44,544,500	47,007,700	2,463,200	5.5
2100	Consumption of Products and Services	43,719,931	40,975,300	44,543,500	25,020,600	(19,522,900)	(43.8)
2200	Maintenance	–	–	–	21,987,100	21,987,100	n.a.
2700	Asset Acquisition	864	1,000	1,000	–	(1,000)	(100.0)
	<i>Grants, Transfers and Capital Injections</i>	–	204,000	3,879,400	4,276,100	396,700	10.2
3100	Grants and Capital Injections to Statutory Boards	–	204,000	3,879,400	4,276,100	396,700	10.2
	DEVELOPMENT ESTIMATES						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>–</b>	<b>394,900</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>n.a.</b>
5200	Grants and Capital Injections to Organisations	–	394,900	–	–	–	n.a.

### Manpower

Category/Personnel	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
Permanent Staff	31	40	1	1
<b>TOTAL</b>	<b>31</b>	<b>40</b>	<b>1</b>	<b>1</b>

## SPORTS PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the Sports Division of MCCY, which develops and oversees policies to promote participation in sports, develop sports excellence pathways, and build the sports ecosystem. The Division provides policy direction and support to Sport Singapore, and aims to enable people of all abilities to participate in and live better through sport, bond communities, and engender national pride.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025		
		FY2024	FY2025	FY2025	FY2026			
		\$	\$	\$	\$	\$	%	
<b>X-I SPORTS PROGRAMME</b>								
	<b>TOTAL EXPENDITURE</b>	<b>40,251,021</b>	<b>47,194,800</b>	<b>46,172,000</b>	<b>45,382,200</b>	<b>(789,800)</b>	<b>(1.7)</b>	
MAIN ESTIMATES								
	<b>OPERATING EXPENDITURE</b>	<b>40,251,021</b>	<b>44,165,400</b>	<b>44,932,000</b>	<b>45,382,200</b>	<b>450,200</b>	<b>1.0</b>	
	<i>RUNNING COSTS</i>	40,251,021	44,165,400	44,932,000	45,382,200	450,200	1.0	
	<i>Expenditure on Manpower</i>	<b>3,592,994</b>	<b>3,917,700</b>	<b>3,752,200</b>	<b>4,651,600</b>	<b>899,400</b>	<b>24.0</b>	
1500	Permanent Staff	3,592,994	3,917,700	3,752,200	4,651,600	899,400	24.0	
	<i>Other Operating Expenditure</i>	<b>973,901</b>	<b>2,879,600</b>	<b>2,600,100</b>	<b>40,730,600</b>	<b>38,130,500</b>	<b>n.a.</b>	
2100	Consumption of Products and Services	937,835	2,849,500	2,569,900	40,730,100	38,160,200	n.a.	
2400	International and Public Relations, Communications	36,066	29,600	29,600	500	(29,100)	(98.3)	
2700	Asset Acquisition	–	–	100	–	(100)	(100.0)	
2800	Miscellaneous	–	500	500	–	(500)	(100.0)	
	<b>Grants, Transfers and Capital Injections</b>	<b>35,684,126</b>	<b>37,368,100</b>	<b>38,579,700</b>	–	<b>(38,579,700)</b>	<b>(100.0)</b>	
3200	Grants and Capital Injections to Educational Institutions	35,684,126	37,368,100	38,579,700	–	(38,579,700)	(100.0)	
DEVELOPMENT ESTIMATES								
	<b>DEVELOPMENT EXPENDITURE</b>	<b>–</b>	<b>3,029,400</b>	<b>1,240,000</b>	<b>–</b>	<b>(1,240,000)</b>	<b>(100.0)</b>	
5200	Grants and Capital Injections to Organisations	–	3,029,400	1,240,000	–	(1,240,000)	(100.0)	

## Manpower

Category/Personnel	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
Permanent Staff	21	26	22	25
<b>TOTAL</b>	<b>21</b>	<b>26</b>	<b>22</b>	<b>25</b>

## YOUTH PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the Youth Division of MCCY. In building young citizens who are well-prepared for the future and committed to Singapore, the division coordinates relevant policy efforts and drives engagement with youths at the whole-of-government level. The division provides policy direction and support to the National Youth Council and \*SCAPE Co. Ltd., and collaborates with various government agencies, youth sector organisations, and the people, public, and private sectors to support the well-being, needs, and aspirations of our youths, as well as provide opportunities for them to contribute to society.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	\$	%
		FY2024	FY2025	FY2025	FY2026			
<b>X-J YOUTH PROGRAMME</b>								
	<b>TOTAL EXPENDITURE</b>	<b>16,132,040</b>	<b>17,635,700</b>	<b>20,274,100</b>	<b>35,201,200</b>	<b>14,927,100</b>	<b>73.6</b>	
<b>MAIN ESTIMATES</b>								
	<b>OPERATING EXPENDITURE</b>	<b>12,580,150</b>	<b>12,600,900</b>	<b>15,095,900</b>	<b>15,824,100</b>	<b>728,200</b>	<b>4.8</b>	
	<i>RUNNING COSTS</i>	12,580,150	12,600,900	15,095,900	15,824,100	728,200	4.8	
	<i>Expenditure on Manpower</i>	<b>2,295,750</b>	<b>2,179,000</b>	<b>2,221,400</b>	<b>2,762,600</b>	<b>541,200</b>	<b>24.4</b>	
1500	Permanent Staff	2,295,750	2,179,000	2,217,800	2,762,600	544,800	24.6	
1600	Temporary, Daily-Rated and Other Staff	–	–	3,600	–	(3,600)	(100.0)	
	<i>Other Operating Expenditure</i>	<b>302,471</b>	<b>552,500</b>	<b>523,600</b>	<b>746,100</b>	<b>222,500</b>	<b>42.5</b>	
2100	Consumption of Products and Services	38,041	267,500	216,900	296,100	79,200	36.5	
2400	International and Public Relations, Communications	264,429	285,000	306,700	450,000	143,300	46.7	
	<b>Grants, Transfers and Capital Injections</b>	<b>9,981,929</b>	<b>9,869,400</b>	<b>12,350,900</b>	<b>12,315,400</b>	<b>(35,500)</b>	<b>(0.3)</b>	
3400	Grants and Capital Injections to Others	9,981,929	9,869,400	12,350,900	12,315,400	(35,500)	(0.3)	
<b>DEVELOPMENT ESTIMATES</b>								
	<b>DEVELOPMENT EXPENDITURE</b>	<b>3,551,890</b>	<b>5,034,800</b>	<b>5,178,200</b>	<b>19,377,100</b>	<b>14,198,900</b>	<b>274.2</b>	
5100	Government Development	2,564,890	3,569,800	3,701,500	18,902,000	15,200,500	410.7	
5200	Grants and Capital Injections to Organisations	987,000	1,465,000	1,476,700	475,100	(1,001,600)	(67.8)	

## Manpower

Category/Personnel	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
Permanent Staff	13	13	13	13
<b>TOTAL</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>

## MAJLIS UGAMA ISLAM SINGAPURA PROGRAMME

### PROGRAMME DESCRIPTION

The main role of the Majlis Ugama Islam Singapura (Muis) is to advise the Singapore Government on all matters pertaining to Islamic affairs in Singapore and to manage all aspects of religious life of the Singapore Muslim Community through its various community-centric programmes and services. It champions forward-looking discourse in Islam that helps shape the community's identity and values, drives positive change for the community through engagements and partnerships, as well as promotes initiatives that enhance the social cohesion among different faith groups, and contribute to the well-being of the nation.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
X-P	MAJLIS UGAMA ISLAM SINGAPURA PROGRAMME						
	<b>TOTAL EXPENDITURE</b>	<b>28,743,635</b>	<b>31,915,700</b>	<b>34,497,100</b>	<b>41,247,400</b>	<b>6,750,300</b>	<b>19.6</b>
	MAIN ESTIMATES						
	<b>OPERATING EXPENDITURE</b>	<b>28,319,535</b>	<b>31,165,700</b>	<b>34,197,100</b>	<b>38,704,200</b>	<b>4,507,100</b>	<b>13.2</b>
	<i>RUNNING COSTS</i>	28,319,535	31,165,700	34,197,100	38,704,200	4,507,100	13.2
	<b>Grants, Transfers and Capital Injections</b>	<b>28,319,535</b>	<b>31,165,700</b>	<b>34,197,100</b>	<b>38,704,200</b>	<b>4,507,100</b>	<b>13.2</b>
3100	Grants and Capital Injections to Statutory Boards	28,319,535	31,165,700	34,197,100	38,704,200	4,507,100	13.2
	DEVELOPMENT ESTIMATES						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>424,100</b>	<b>750,000</b>	<b>300,000</b>	<b>2,543,200</b>	<b>2,243,200</b>	<b>747.7</b>
5200	Grants and Capital Injections to Organisations	424,100	750,000	300,000	2,543,200	2,243,200	747.7

## NATIONAL ARTS COUNCIL PROGRAMME

### PROGRAMME DESCRIPTION

The National Arts Council (NAC) champions the creation and appreciation of the arts as an integral part of the lives of all people in Singapore, to inspire society, spark creativity, and connect Singapore to the world. Through diverse policies, partnerships, and programmes, NAC promotes the arts for expression, innovation, learning, reflection, and community-building. These efforts include the development of arts excellence as an expression of our national identity, contributing to Singapore's vision to become a distinctive global city for the arts. NAC also provides support to build diverse capabilities of the sector, and to strengthen and professionalise a sustainable arts ecosystem.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	\$	%
		FY2024	FY2025	FY2025	FY2026			
X-Q	<b>NATIONAL ARTS COUNCIL PROGRAMME</b>							
	<b>TOTAL EXPENDITURE</b>	<b>147,615,359</b>	<b>159,011,400</b>	<b>171,453,700</b>	<b>176,693,200</b>	<b>5,239,500</b>		<b>3.1</b>
	MAIN ESTIMATES							
	<b>OPERATING EXPENDITURE</b>	<b>144,993,300</b>	<b>152,935,900</b>	<b>164,478,900</b>	<b>164,428,100</b>	<b>(50,800)</b>		<b>0.0</b>
	<b>RUNNING COSTS</b>	<b>144,993,300</b>	<b>152,935,900</b>	<b>164,478,900</b>	<b>164,428,100</b>	<b>(50,800)</b>		<b>0.0</b>
	<b>Grants, Transfers and Capital Injections</b>	<b>144,993,300</b>	<b>152,935,900</b>	<b>164,478,900</b>	<b>164,428,100</b>	<b>(50,800)</b>		<b>0.0</b>
3100	Grants and Capital Injections to Statutory Boards	144,993,300	152,935,900	164,478,900	164,428,100	(50,800)		0.0
	DEVELOPMENT ESTIMATES							
	<b>DEVELOPMENT EXPENDITURE</b>	<b>2,622,059</b>	<b>6,075,500</b>	<b>6,974,800</b>	<b>12,265,100</b>	<b>5,290,300</b>		<b>75.8</b>
5200	Grants and Capital Injections to Organisations	2,622,059	6,075,500	6,974,800	12,265,100	5,290,300		75.8

## NATIONAL HERITAGE BOARD PROGRAMME

### PROGRAMME DESCRIPTION

The National Heritage Board (NHB) is the custodian of Singapore's heritage. It is responsible for telling the Singapore story, sharing the Singaporean experience, and inspiring our Singapore spirit. NHB preserves and celebrates the shared heritage of our diverse communities for the purpose of education, nation-building, and cultural understanding. It manages the national museums and heritage institutions, and sets policies relating to heritage sites, monuments, and the National Collection. Through the National Collection, NHB curates heritage programmes and presents exhibitions that connect past, present, and future generations of Singaporeans.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
X-R	<b>NATIONAL HERITAGE BOARD PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>176,968,288</b>	<b>231,166,500</b>	<b>225,661,700</b>	<b>287,218,500</b>	<b>61,556,800</b>	<b>27.3</b>
	<b>MAIN ESTIMATES</b>						
	<b>OPERATING EXPENDITURE</b>	<b>159,164,600</b>	<b>191,862,200</b>	<b>187,999,000</b>	<b>200,529,900</b>	<b>12,530,900</b>	<b>6.7</b>
	<b>RUNNING COSTS</b>	<b>159,164,600</b>	<b>191,862,200</b>	<b>187,999,000</b>	<b>200,529,900</b>	<b>12,530,900</b>	<b>6.7</b>
	<b>Grants, Transfers and Capital Injections</b>	<b>159,164,600</b>	<b>191,862,200</b>	<b>187,999,000</b>	<b>200,529,900</b>	<b>12,530,900</b>	<b>6.7</b>
3100	Grants and Capital Injections to Statutory Boards	159,164,600	191,862,200	187,999,000	200,529,900	12,530,900	6.7
	<b>DEVELOPMENT ESTIMATES</b>						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>17,803,688</b>	<b>39,304,300</b>	<b>37,662,700</b>	<b>86,688,600</b>	<b>49,025,900</b>	<b>130.2</b>
5200	Grants and Capital Injections to Organisations	17,803,688	39,304,300	37,662,700	86,688,600	49,025,900	130.2

## PEOPLE'S ASSOCIATION PROGRAMME

### PROGRAMME DESCRIPTION

The People's Association (PA) seeks to:

- (a) promote racial harmony and foster social cohesion to build and to bridge communities;
- (b) support grassroots organisations in reaching out to the community, deepening resident engagement to spark and nurture community participation;
- (c) strengthen links with networks beyond grassroots organisations, support and enable greater community ownership;
- (d) communicate government policies and schemes to residents and provide last mile delivery of government services;
- (e) construct and operate community clubs and other PA facilities for community development;
- (f) train and develop community leaders and volunteers; and
- (g) build community emergency response capability.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025		
		FY2024	FY2025	FY2025	FY2026			
		\$	\$	\$	\$	\$	%	
<b>X-S PEOPLE'S ASSOCIATION PROGRAMME</b>								
	<b>TOTAL EXPENDITURE</b>	<b>731,075,200</b>	<b>758,013,600</b>	<b>784,127,300</b>	<b>771,461,300</b>	<b>(12,666,000)</b>	<b>(1.6)</b>	
MAIN ESTIMATES								
	<b>OPERATING EXPENDITURE</b>	<b>603,821,200</b>	<b>634,218,700</b>	<b>664,557,700</b>	<b>662,964,300</b>	<b>(1,593,400)</b>	<b>(0.2)</b>	
	<b>RUNNING COSTS</b>	<b>603,821,200</b>	<b>634,218,700</b>	<b>664,557,700</b>	<b>662,964,300</b>	<b>(1,593,400)</b>	<b>(0.2)</b>	
	<b>Grants, Transfers and Capital Injections</b>	<b>603,821,200</b>	<b>634,218,700</b>	<b>664,557,700</b>	<b>662,964,300</b>	<b>(1,593,400)</b>	<b>(0.2)</b>	
3100	Grants and Capital Injections to Statutory Boards	603,821,200	634,218,700	664,557,700	662,964,300	(1,593,400)	(0.2)	
DEVELOPMENT ESTIMATES								
	<b>DEVELOPMENT EXPENDITURE</b>	<b>127,254,000</b>	<b>123,794,900</b>	<b>119,569,600</b>	<b>108,497,000</b>	<b>(11,072,600)</b>	<b>(9.3)</b>	
5200	Grants and Capital Injections to Organisations	127,254,000	123,794,900	119,569,600	108,497,000	(11,072,600)	(9.3)	

## SPORT SINGAPORE PROGRAMME

### PROGRAMME DESCRIPTION

Sport Singapore (SportSG) seeks to inspire the Singapore Spirit and transform Singapore through sport. SportSG serves the community by working with a broad network of public, private and people sector partners to develop access, opportunities, and capabilities for people of all abilities to live better through sport. SportSG also supports the Singapore Sports School and High Performance Sport Institute to develop young sporting talents and nurture Team Singapore athletes whose journeys and achievements rally Singaporeans and inspire national pride.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	%
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
<b>X-T SPORT SINGAPORE PROGRAMME</b>							
	<b>TOTAL EXPENDITURE</b>	<b>798,798,879</b>	<b>795,854,500</b>	<b>758,759,500</b>	<b>972,218,200</b>	<b>213,458,700</b>	<b>28.1</b>
<b>MAIN ESTIMATES</b>							
	<b>OPERATING EXPENDITURE</b>	<b>527,947,181</b>	<b>513,362,900</b>	<b>495,081,200</b>	<b>570,126,100</b>	<b>75,044,900</b>	<b>15.2</b>
	<i>RUNNING COSTS</i>	517,667,453	504,462,900	486,181,200	561,226,100	75,044,900	15.4
3100	<b>Grants, Transfers and Capital Injections</b>	<b>517,667,453</b>	<b>504,462,900</b>	<b>486,181,200</b>	<b>561,226,100</b>	<b>75,044,900</b>	<b>15.4</b>
	Grants and Capital Injections to Statutory Boards	517,667,453	504,462,900	486,181,200	561,226,100	75,044,900	15.4
	<i>TRANSFERS</i>	10,279,728	8,900,000	8,900,000	8,900,000	–	–
3600	Transfers to Institutions and Organisations	10,279,728	8,900,000	8,900,000	8,900,000	–	–
<b>DEVELOPMENT ESTIMATES</b>							
5200	<b>DEVELOPMENT EXPENDITURE</b>	<b>270,851,698</b>	<b>282,491,600</b>	<b>263,678,300</b>	<b>402,092,100</b>	<b>138,413,800</b>	<b>52.5</b>
	Grants and Capital Injections to Organisations	270,851,698	282,491,600	263,678,300	402,092,100	138,413,800	52.5

## NATIONAL YOUTH COUNCIL PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the National Youth Council (NYC). The NYC is the national co-ordinating youth agency in Singapore and the focal point of international youth affairs. It oversees the Outward Bound Singapore and Youth Corps Singapore, which seek to develop youths who are future-ready and committed to Singapore.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
<b>X-U NATIONAL YOUTH COUNCIL PROGRAMME</b>							
	<b>TOTAL EXPENDITURE</b>	<b>131,075,164</b>	<b>132,235,300</b>	<b>118,780,200</b>	<b>143,849,600</b>	<b>25,069,400</b>	<b>21.1</b>
MAIN ESTIMATES							
	<b>OPERATING EXPENDITURE</b>	<b>93,516,116</b>	<b>125,793,300</b>	<b>115,893,100</b>	<b>136,417,300</b>	<b>20,524,200</b>	<b>17.7</b>
	<i>RUNNING COSTS</i>	93,259,666	125,542,800	115,584,100	136,069,800	20,485,700	17.7
	<i>Expenditure on Manpower</i>	<b>48,190,788</b>	<b>49,938,600</b>	<b>53,319,700</b>	<b>62,250,400</b>	<b>8,930,700</b>	<b>16.7</b>
1500	Permanent Staff	47,631,826	49,112,800	52,557,000	61,500,500	8,943,500	17.0
1600	Temporary, Daily-Rated and Other Staff	558,961	825,800	762,700	749,900	(12,800)	(1.7)
	<i>Other Operating Expenditure</i>	<b>37,957,244</b>	<b>69,085,300</b>	<b>52,583,700</b>	<b>65,514,200</b>	<b>12,930,500</b>	<b>24.6</b>
2100	Consumption of Products and Services	30,975,830	59,332,700	45,101,700	36,068,000	(9,033,700)	(20.0)
2200	Maintenance	—	—	—	20,601,800	20,601,800	n.a.
2300	Staff Development and Well-Being	—	—	—	2,571,100	2,571,100	n.a.
2300A	Manpower Development	1,674,729	2,626,800	1,989,100	—	(1,989,100)	(100.0)
2400	International and Public Relations, Communications	4,807,250	4,610,300	4,608,100	5,432,100	824,000	17.9
2700	Asset Acquisition	336,712	2,460,500	766,200	717,500	(48,700)	(6.4)
2800	Miscellaneous	162,723	55,000	118,600	123,700	5,100	4.3
	<b>Grants, Transfers and Capital Injections</b>	<b>7,111,634</b>	<b>6,518,900</b>	<b>9,680,700</b>	<b>8,305,200</b>	<b>(1,375,500)</b>	<b>(14.2)</b>
3400	Grants and Capital Injections to Others	7,111,634	6,518,900	9,680,700	8,305,200	(1,375,500)	(14.2)
	<i>TRANSFERS</i>	256,451	250,500	309,000	347,500	38,500	12.5
3500	Social Transfers to Individuals	11,308	—	58,000	96,000	38,000	65.5
3600	Transfers to Institutions and Organisations	2,950	3,500	3,500	3,500	—	—
3800	International Organisations and Overseas Development Assistance	242,193	247,000	247,500	248,000	500	0.2
DEVELOPMENT ESTIMATES							
	<b>DEVELOPMENT EXPENDITURE</b>	<b>37,559,048</b>	<b>6,442,000</b>	<b>2,887,100</b>	<b>7,432,300</b>	<b>4,545,200</b>	<b>157.4</b>
5100	Government Development	37,559,048	6,442,000	2,887,100	7,432,300	4,545,200	157.4

**Manpower**

Category/Personnel	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
Permanent Staff	372	441	392	394
<b>TOTAL</b>	<b>372</b>	<b>441</b>	<b>392</b>	<b>394</b>

## PROGRAMME DETAILS

Head Y

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Public Debt



## SINGA DEBT PROGRAMME

### PROGRAMME DESCRIPTION

The Significant Infrastructure Government Loan Act (SINGA) debt programme comes under the Ministry of Finance. It allows for the raising of loans, through the issuance of Singapore Government Securities (Infrastructure) for the purposes of financing nationally significant infrastructure. The functions carried out under this programme include the issuance, redemption, and interest payments of the Singapore Government Securities (Infrastructure), transfers of loan discount to the Development Fund, and other ancillary services related to such loans.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
Y-A	SINGA DEBT PROGRAMME						
	<b>TOTAL OUTLAYS<sup>1</sup></b>	<b>54,975,505,179</b>	<b>217,333,433,900</b>	<b>78,100,318,400</b>	<b>300,941,646,200</b>	<b>222,841,327,800</b>	<b>285.3</b>
	MAIN ESTIMATES						
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>54,975,505,179</b>	<b>217,333,433,900</b>	<b>78,100,318,400</b>	<b>300,941,646,200</b>	<b>222,841,327,800</b>	<b>285.3</b>
4300	Debt Servicing and Related Costs	358,801,779	1,333,433,900	506,380,500	941,646,200	435,265,700	86.0
4400	Principal Repayments <sup>2</sup>	54,616,703,400	216,000,000,000	77,593,937,900	300,000,000,000	222,406,062,100	286.6

<sup>1</sup> Statutory Expenditure.

<sup>2</sup> This refers to the principal repayment of on-demand Singapore Government Securities (Infrastructure) issued under MAS' Enhanced Repo Facility, an arrangement under which Singapore Government Securities are sold to Primary Dealers and repurchased on an overnight basis to support their market-making activities. This repayment has no impact on the Government's fiscal position.



## PROGRAMME DETAILS

Head Z

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Financial Transfers



## FINANCIAL TRANSFERS PROGRAMME

### PROGRAMME DESCRIPTION

The functions carried out under this programme include the making of appropriations to Government Funds.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025		
		FY2024	FY2025	FY2025	FY2026			
		\$	\$	\$	\$	\$	%	
<b>Z-A FINANCIAL TRANSFERS PROGRAMME</b>								
<b>TOTAL OUTLAYS</b>		<b>16,630,352,348</b>	<b>19,244,864,100</b>	<b>19,279,598,600</b>	<b>33,659,401,800</b>	<b>14,379,803,200</b>	<b>74.6</b>	
<b>MAIN ESTIMATES</b>								
<b>OTHER CONSOLIDATED FUND OUTLAYS</b>		<b>16,630,352,348</b>	<b>19,244,864,100</b>	<b>19,279,598,600</b>	<b>33,659,401,800</b>	<b>14,379,803,200</b>	<b>74.6</b>	
4500	Transfers from Consolidated Revenue Account	16,630,352,348	19,244,864,100	19,279,598,600	33,659,401,800	14,379,803,200	74.6	

## STATUTORY AND TRUST FUNDS PROGRAMME

### PROGRAMME DESCRIPTION

The functions carried out under this programme include the making of appropriations to Statutory and Trust Funds.

#### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025		
		FY2024	FY2025	FY2025	FY2026			
		\$	\$	\$	\$	\$	%	
<b>Z-B STATUTORY AND TRUST FUNDS PROGRAMME</b>								
	<b>TOTAL OUTLAYS</b>	<b>22,050,000,000</b>	<b>19,600,000,000</b>	<b>19,600,000,000</b>	<b>18,900,000,000</b>	<b>(700,000,000)</b>	<b>(3.6)</b>	
MAIN ESTIMATES								
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>22,050,000,000</b>	<b>19,600,000,000</b>	<b>19,600,000,000</b>	<b>18,900,000,000</b>	<b>(700,000,000)</b>	<b>(3.6)</b>	
4500	Transfers from Consolidated Revenue Account	22,050,000,000	19,600,000,000	19,600,000,000	18,900,000,000	(700,000,000)	(3.6)	

## SPECIAL TRANSFERS PROGRAMME

### PROGRAMME DESCRIPTION

The functions carried out under this programme include the making of appropriations to approved Schemes and expenditures.

### Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
Z-C	<b>SPECIAL TRANSFERS PROGRAMME</b>						
	<b>TOTAL OUTLAYS</b>	<b>2,956,970,115</b>	<b>3,778,469,400</b>	<b>3,771,898,700</b>	<b>2,836,175,400</b>	<b>(935,723,300)</b>	<b>(24.8)</b>
MAIN ESTIMATES							
	<b>OPERATING EXPENDITURE</b>	<b>2,956,970,115</b>	<b>3,778,469,400</b>	<b>3,771,898,700</b>	<b>2,836,175,400</b>	<b>(935,723,300)</b>	<b>(24.8)</b>
	<i>TRANSFERS</i>	2,956,970,115	3,778,469,400	3,771,898,700	2,836,175,400	(935,723,300)	(24.8)
3700	Special Transfers	2,956,970,115	3,778,469,400	3,771,898,700	2,836,175,400	(935,723,300)	(24.8)