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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 FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026	Change Over Revised FY2025	
		\$	\$	\$	\$	\$	%
	TOTAL EXPENDITURE	592,240,152	1,215,220,500	1,178,906,400	840,396,700	(338,509,700)	(28.7)
	MAIN ESTIMATES						
	OPERATING EXPENDITURE	545,423,330	1,108,599,600	1,083,906,200	716,843,400	(367,062,800)	(33.9)
	<i>RUNNING COSTS</i>	<i>545,406,632</i>	<i>1,108,585,200</i>	<i>1,083,886,200</i>	<i>716,828,100</i>	<i>(367,058,100)</i>	<i>(33.9)</i>
	Expenditure on Manpower	205,490,681	235,167,500	226,227,900	241,887,600	15,659,700	6.9
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
	Other Operating Expenditure	286,540,600	417,924,200	398,238,700	413,007,800	14,769,100	3.7
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
	Grants, Transfers and Capital Injections	53,375,352	455,493,500	459,419,600	61,932,700	(397,486,900)	(86.5)
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 FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026	Change Over Revised FY2025	
		\$	\$	\$	\$	\$	%
	<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)
	OTHER CONSOLIDATED FUND OUTLAYS	95,985	30,000	30,000	30,000	–	–
4600	Loans and Advances (Disbursement)	95,985	30,000	30,000	30,000	–	–
	DEVELOPMENT ESTIMATES						
	DEVELOPMENT EXPENDITURE	46,816,822	106,620,900	95,000,200	123,553,300	28,553,100	30.1
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 FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
POLITICAL APPOINTMENTS	8	8	5	5
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
PERMANENT STAFF	1,214	1,389	1,307	1,363
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	–	–
TOTAL	1,222	1,397	1,312	1,368

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 Costs	Transfers	Operating Expenditure	Development Expenditure	Total 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
Total		716,828,100	15,300	716,843,400	123,553,300	840,396,700

Development Expenditure by Project

Project Title	Total Project Cost	Actual Expenditure Up to End of FY2023	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
	\$	\$	\$	\$	\$	\$
DEVELOPMENT EXPENDITURE	...	...	46,816,822	106,620,900	95,000,200	123,553,300
<i>GOVERNMENT DEVELOPMENT</i>	...	...	<i>46,816,822</i>	<i>106,620,900</i>	<i>95,000,200</i>	<i>123,553,300</i>
ADMINISTRATION PROGRAMME						
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	–	–
ELECTIONS PROGRAMME						
Minor Development Projects	...	...	2,022,441	580,000	580,000	1,242,000
CORRUPT PRACTICES INVESTIGATION PROGRAMME						
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	–
NATIONAL SECURITY AND INTELLIGENCE COORDINATION PROGRAMME						
Minor Development Projects	...	...	–	450,000	–	1,215,000

Project Title	Actual Expenditure		Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
	Total Project Cost	Up to End of FY2023				
	\$	\$	\$	\$	\$	\$
PUBLIC SERVICE DIVISION PROGRAMME						
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	—
STRATEGY GROUP PROGRAMME						
Minor Development Projects	...	...	261,968	483,000	439,100	649,500
SERVICESG PROGRAMME						
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 economy¹;
 - 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) ²	1.9	0.8	0.6	n.a.
	Resident old-age support ratio (as at June) ^{2, 3}	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) ^{2, 4}	43.1	40.1	38.5 - 39.6	n.a.
	Resident total fertility rate ^{2, 4}	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 ⁵	Emissions intensity of whole economy (kgCO ₂ e/\$\$) ^{4, 6}	0.10	n.a.	n.a.	n.a.

¹ 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”.

² Residents refer to citizens and permanent residents.

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

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

⁵ 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 (MtCO₂e).

⁶ 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 (%) ⁴	3.1	3.7	2.5	1.7
	Household Debt to Income ratio	1.9	1.8	1.6 – 2.1 ⁷	n.a.
Future-ready organisations with strong leadership at all levels and officers with the right capabilities and values	World Bank's Worldwide Governance Indicator: Government Effectiveness ⁸	Top 5	n.a. ⁹	Top 5	Top 5
Public Officers who engage in continuous learning and development in alignment to priorities across the Public Service sector	No. of Public Officers trained ¹⁰	47,750	53,100	45,000	n.a.
Effective curbing of corruption in Singapore	Transparency International – Corruption Perception Index (out of 100) ⁴	83	84	≥80 ¹¹	≥80
Trusted and seamless government services that are personalised to serve citizens	Government services benchmarking indicator: overall positive service experience (%) ¹²	n.a.	n.a.	89	n.a.

⁷ 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.

⁸ 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.

⁹ 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.

¹⁰ 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.

¹¹ Actual score will be provided when results are released in Q1 2026.

¹² 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.