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### 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

#### FY2017 EXPENDITURE ESTIMATES

##### Expenditure Estimates by Object Class

Code	Object Class	Actual FY2015	Estimated FY2016	Revised FY2016	Estimated FY2017	Change over FY2016	
	<b>TOTAL EXPENDITURE</b>	<b>\$466,064,841</b>	<b>\$522,826,500</b>	<b>\$516,278,300</b>	<b>\$501,628,100</b>	<b>-\$14,650,200</b>	<b>-2.8%</b>
	Main Estimates						
	<b>OPERATING EXPENDITURE</b>	<b>\$446,731,847</b>	<b>\$446,826,500</b>	<b>\$454,278,300</b>	<b>\$461,646,300</b>	<b>\$7,368,000</b>	<b>1.6%</b>
	<i>RUNNING COSTS</i>	<i>\$328,488,663</i>	<i>\$337,695,000</i>	<i>\$340,584,900</i>	<i>\$353,836,700</i>	<i>\$13,251,800</i>	<i>3.9%</i>
	<b>Expenditure on Manpower</b>	<b>\$173,438,595</b>	<b>\$184,401,000</b>	<b>\$184,732,900</b>	<b>\$186,132,200</b>	<b>\$1,399,300</b>	<b>0.8%</b>
1200	Political Appointments	468,869	1,032,000	1,032,000	1,111,300	79,300	7.7
1500	Permanent Staff	154,418,054	163,196,000	164,332,100	164,946,300	614,200	0.4
1600	Temporary, Daily-Rated & Other Staff	18,551,672	20,173,000	19,368,800	20,074,600	705,800	3.6
	<b>Other Operating Expenditure</b>	<b>\$155,050,068</b>	<b>\$153,294,000</b>	<b>\$155,852,000</b>	<b>\$167,704,500</b>	<b>\$11,852,500</b>	<b>7.6%</b>
2100	Consumption of Products & Services	106,637,390	108,359,500	105,240,700	114,064,800	8,824,100	8.4
2300	Manpower Development	8,626,887	10,407,500	8,828,400	9,859,000	1,030,600	11.7
2400	International & Public Relations, Public Communications	22,908,267	26,474,800	26,631,600	29,702,400	3,070,800	11.5
2700	Asset Acquisition	14,225,186	4,934,600	12,279,600	11,324,200	-955,400	-7.8
2800	Miscellaneous	2,652,338	3,117,600	2,871,700	2,754,100	-117,600	-4.1
	<i>TRANSFERS</i>	<i>\$118,243,184</i>	<i>\$109,131,500</i>	<i>\$113,693,400</i>	<i>\$107,809,600</i>	<i>-\$5,883,800</i>	<i>-5.2%</i>
3600	Transfers to Institutions & Organisations	11,718,892	12,124,400	12,143,200	11,428,400	-714,800	-5.9
3800	International Organisations & Overseas Development Assistance	106,524,292	97,007,100	101,550,200	96,381,200	-5,169,000	-5.1

Code	Object Class	Actual FY2015	Estimated FY2016	Revised FY2016	Estimated FY2017	Change over FY2016	
	Development Estimates						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>\$19,332,994</b>	<b>\$76,000,000</b>	<b>\$62,000,000</b>	<b>\$39,981,800</b>	<b>-\$22,018,200</b>	<b>-35.5%</b>
5100	Government Development	19,332,994	76,000,000	62,000,000	39,981,800	-22,018,200	-35.5

## Establishment List

Category/Personnel	Actual FY2015	Estimated FY2016	Revised FY2016	Estimated FY2017
<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	2	2
<b>PERMANENT STAFF</b>	<b>919</b>	<b>1,091</b>	<b>1,091</b>	<b>1,099</b>
Accounting Profession (2008)	3	3	3	3
Administrative	4	6	6	6
Foreign Service Administration Specialist Scheme	110	124	124	133
Foreign Service (2002)	537	651	653	662
Foreign Service Technical and Administrative Support	230	268	266	263
Home Affairs Services - ICA Senior Scheme	9	9	9	9
Home Affairs Services - ICA Specialist Scheme	9	9	9	9
Language Executive Scheme (2008)	0	1	1	1
Management Executive Scheme (2008)	1	1	1	1
Management Support Scheme (Language Officer)	2	2	2	2
Operations Support	14	17	17	10
<b>TEMPORARY, DAILY-RATED &amp; OTHER STAFF</b>	<b>473</b>	<b>517</b>	<b>505</b>	<b>517</b>
Locally Recruited Staff	473	517	505	517
<b>OTHERS</b>	<b>3</b>	<b>16</b>	<b>16</b>	<b>16</b>
Info-Communications Development Authority (non-GCIO)	3	16	16	16
<b>TOTAL</b>	<b>1,398</b>	<b>1,627</b>	<b>1,615</b>	<b>1,635</b>

## **FY2016 BUDGET**

The revised FY2016 expenditure of the Ministry of Foreign Affairs (MFA) is \$516.28 million. This is an increase of \$50.21 million or 10.8% over the actual FY2015 expenditure of \$466.06 million.

### ***Operating Expenditure***

The revised FY2016 operating expenditure is \$454.28 million, an increase of \$7.55 million or 1.7% over the actual FY2015 expenditure of \$446.73 million. This increase is to meet higher running costs of the ministry.

### ***Development Expenditure***

The revised FY2016 development expenditure is \$62 million, an increase of \$42.67 million or 220.7% over the actual FY2015 expenditure of \$19.33 million. This increase is mainly due to the progress of development projects in FY2016, some of which were initiated in FY2015 but with the major works carried out only in FY2016.

## **FY2017 BUDGET**

The FY2017 total expenditure of MFA is projected to be \$501.63 million, a decrease of \$14.65 million or 2.8% over the revised FY2016 expenditure of \$516.28 million. Of this, \$461.65 million or 92.0% is for operating expenditure and \$39.98 million or 8.0% is for development expenditure.

### ***Operating Expenditure***

Operating expenditure for FY2017 is projected to be \$461.65 million, which is an increase of \$7.37 million or 1.6% over the revised FY2016 expenditure of \$454.28 million. Of this, \$353.84 million or 76.6% is for running costs and \$107.81 million or 23.4% is for transfers.

### ***Development Expenditure***

Development expenditure for FY2017 is projected to be \$39.98 million, a decrease of \$22.02 million or 35.5% over the revised FY2016 expenditure of \$62 million. This decrease is mainly due to fewer development projects in FY2017.

**Total Expenditure by Programme**

Code	Programme	Running Costs	Transfers	Operating Expenditure	Development Expenditure	Total Expenditure
NA	Foreign Affairs	353,836,700	107,809,600	461,646,300	39,981,800	501,628,100
	<b>Total</b>	<b>\$353,836,700</b>	<b>\$107,809,600</b>	<b>\$461,646,300</b>	<b>\$39,981,800</b>	<b>\$501,628,100</b>

**Development Expenditure by Project**

Project Title	Total Project Cost	Actual Expenditure up to end of FY2014	Actual FY2015	Estimated FY2016	Revised FY2016	Estimated FY2017
<b>DEVELOPMENT EXPENDITURE</b>	...	...	<b>\$19,332,994</b>	<b>\$76,000,000</b>	<b>\$62,000,000</b>	<b>\$39,981,800</b>
<i>GOVERNMENT DEVELOPMENT</i>	...	...	<i>19,332,994</i>	<i>76,000,000</i>	<i>62,000,000</i>	<i>39,981,800</i>
<b>Foreign Affairs Programme</b>						
HQ Building Projects	...	...	2,086,722	6,500,000	3,000,000	11,000,000
ICT Projects	...	...	325,702	16,000,000	11,500,000	2,981,800
Overseas Properties Projects	...	...	10,011,199	48,500,000	42,500,000	24,000,000
Minor Development Projects	...	...	6,909,371	5,000,000	5,000,000	2,000,000

## 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 principled partner
- Prompt and effective consular services for Singaporeans

### Key Performance Indicators

Desired Outcome	Performance Indicator	Actual FY2015/ Revised FY2016	Estimated FY2017
Advancement of Singapore's national interests through the conduct of our foreign relations and working through regional and international organisations	1. Maintain stable relations with neighbours, ASEAN and other key countries, and work with economic agencies in continuing engagement of emerging markets	Our leaders travelled widely from April 2015 to September 2016 for bilateral visits, as well as to attend various multilateral meetings. President Tony Tan made State Visits to China, France, Saudi Arabia, Egypt, New Zealand and Mexico, Italy, the Holy See (Vatican City), and Norway, and is scheduled to visit Japan, Cambodia and Laos. Prime Minister (PM) Lee Hsien Loong visited Australia, India, Malaysia, Indonesia, China, Myanmar, the US, Japan, Russia, Turkey, Jordan, Israel and the Palestinian Territories, Mongolia, and attended the 23rd APEC Economic Leaders' Meeting (AELM) held in Manila, Philippines and the 10th G20 Leaders' Summit held in Antalya, Turkey, the 11th G20 Leaders' Summit held in Hangzhou, China, the 28 <sup>th</sup> and 29 <sup>th</sup> ASEAN Summits and Related Summits in Vientiane, Laos, as well as the ASEAN-US Special Leaders' Summit held in Sunnylands, USA, ASEAN-Russia Commemorative Summit held in Sochi, Russia, the 11th Asia-Europe Meeting (ASEM) Summit held in Ulaanbaatar, Mongolia and the 4th Nuclear Security Summit in Washington DC, USA. Both the President and PM also visited Thailand to pay their respects to the late King Bhumibol Adulyadej. Deputy Prime Minister (DPM) Teo Chee Hean visited Brunei, Malaysia, Indonesia, Myanmar, China, France, Qatar, Egypt, Thailand, Vietnam and the US; while DPM Tharman Shanmugaratnam visited India, France, Russia, the United Kingdom (UK), Switzerland, and the US. ESM's trips included China, Japan, the Republic of Korea (ROK), Kazakhstan, and Malaysia. Minister (Foreign Affairs) Dr Vivian Balakrishnan visited Brunei, Malaysia, Indonesia, India, the US, Australia, Spain, France, China, Turkey, Thailand, Myanmar, Vietnam, Laos, and attended the 71st UN General Assembly, and the UN Sustainable Development Summit in the US [in his capacity as then-Minister (Environment and Water Resources)]. He will also visit the ROK. Then-Minister (Foreign Affairs) K Shanmugam visited India, Malaysia, New Zealand, the US, Cuba, Ukraine, Holy See (Vatican City), as well as Italy [to speak at the EU State of the Union conference organised by the European University Institute]. Then-2Minister (Foreign Affairs) Grace Fu visited Indonesia and Turkey, and then-2Minister (Foreign Affairs) Masagos Zulkifli visited Brunei, Indonesia, Angola, Mozambique, Bahrain, Kuwait, and Oman. Senior Minister of State (SMS)	<p>We will continue to maintain good relations with the Malaysian Federal Government, while building on our growing ties with Johor, Sabah, Sarawak and other states. We will also continue to engage politicians across the political spectrum.</p> <p>We will continue to closely engage Brunei, and maintain the momentum of high-level exchanges. There will also be a series of events in both Singapore and Brunei to commemorate the 50<sup>th</sup> anniversary of the Currency Interchangeability Agreement in 2017.</p> <p>We will continue to engage and strengthen our relations with Indonesian President Joko Widodo (Jokowi) and his Administration. We will seek to maintain the momentum of regular high-level exchanges, with a visit by Jokowi in 2017 being a priority. We will also continue to identify opportunities to strengthen our economic linkages with Indonesia, including through exploring possible areas of collaboration with the regional governments in Indonesia. We will also hold a series of events to celebrate the 50<sup>th</sup> anniversary of Singapore-Indonesia relations in 2017.</p> <p>We will continue to maintain close relations and strengthen our institutional links with Thailand, Myanmar, Vietnam, Philippines, Cambodia and Laos to further our strategic and economic interests. We will continue to maintain the momentum of regular high-level exchanges, given the change in top leadership for Myanmar, Vietnam, Philippines and Laos in 2016.</p> <p>We will work to engage the new Administration in the US and explore opportunities to deepen the bilateral relationship. We will continue to maintain the momentum of high-level exchanges and strengthen our collaboration with the US through mechanisms such as the annual US-Singapore Strategic Partnership Dialogue and the US-Singapore Third Country Training Programme. We also intend to award the first batch of scholarships under the US-Singapore Summer Exchange Scholarship Programme, which will promote greater people-to-people exchanges between our two countries.</p> <p>We will continue our engagement of the People's Republic of China's (PRC) Central and provincial leaders through high-level visits. We will continue to support key bilateral mechanisms, including the Joint Council for Bilateral Cooperation, Singapore-China Forum on Leadership and the Singapore-China Forum on Social</p>

Desired Outcome	Performance Indicator	Actual FY2015/ Revised FY2016	Estimated FY2017
		<p>(Foreign Affairs) Josephine Teo visited China, India, Vietnam, Austria, and the US, and SMS (Foreign Affairs) Maliki Osman visited Malaysia, France, the UK, Denmark, Germany, Russia, Luxembourg, Bahrain, Oman, Saudi Arabia, the United Arab Emirates (UAE), Qatar, Egypt, Bangladesh, Botswana, Ethiopia, Indonesia, Israel and the Palestinian Territories, Jordan, attended the 15<sup>th</sup> Indian Ocean Rim Association (IORA) Council of Ministers Meeting held in Indonesia, and the Non-Aligned Movement (NAM) Summit held in Venezuela. Speaker of Parliament Mdm Halimah Yacob visited Vietnam, Hungary, attended the 37<sup>th</sup> ASEAN Inter-Parliamentary Assembly (AIPA) in Nay Pyi Taw, Myanmar, and will visit the UAE.</p>	<p>Governance. We will also continue to deepen cooperation in existing fields including financial cooperation and human resource development, while exploring new areas to enhance our relevance to China's developmental priorities. We will continue to make substantive progress in the implementation of the Chongqing Connectivity Initiative, our third G-to-G project with China; and ensure the continued development of our first two G-to-G projects, the Suzhou Industrial Park and the Sino-Singapore Tianjin Eco-city.</p>
		<p>There was a steady stream of visits by foreign dignitaries. Singapore hosted State Visits from China, Iceland, Indonesia, Australia, New Zealand, Egypt, Vietnam, Hungary, Switzerland and Panama. We also hosted visits by the Sultan of Brunei, Princess Maha Chakri Sirindhorn of Thailand, the UN Secretary-General, President of Madagascar, Prime Ministers of Malaysia, Thailand, India, Sri Lanka, the UK, the Holy See, Australia, Norway, Luxembourg, the Netherlands, the Vice President as well as Vice Premier of China, and the Deputy Prime Minister of Mauritius. We also hosted a visit by Myanmar State Counsellor Aung San Suu Kyi. Other significant visits included those by the foreign ministers of Bangladesh, China, Australia, Iran, Saudi Arabia, Sri Lanka, the Philippines, Oman, Hungary, Qatar, Canada, Brazil, Costa Rica, Cuban Vice President of the Council of Ministers, Director-General of the International Atomic Energy Agency (IAEA), People's Republic of China Communist Party of China (PRC CPC) Politburo Member and Political and Legal Affairs Commission Secretary Meng Jianzhu for the 3rd Singapore-China Social Governance Forum, US Secretary of State, US Secretary of Defence, and US Trade Representative. There were also six high-level Congressional visits from the US.</p>	<p>We will continue to build up relations with key regional partners like Japan and the ROK.</p>
		<p>We maintained intensive diplomatic engagement with our immediate neighbours and other Southeast Asian countries. Singapore hosted the annual Singapore-Malaysia Leaders' Retreat in May 2015 and Malaysia hosted the 2016 iteration in December. In a major milestone, PM visited Malaysia in July 2016 to witness the signing of the MOU for the Singapore-Kuala Lumpur High-Speed Rail (HSR) with Malaysian PM Najib Razak in July 2016. The HSR Bilateral Agreement was signed at the December 2016 Retreat. Good progress has been made on the Johor Bahru-Singapore Rapid Transit System Link. Titián Budaya, a cultural exchange project commemorating 50 years of Singapore-Malaysia relations, ran from November 2015 to January 2016. We also worked well with Malaysian federal and Sabah authorities in the search, rescue and recovery efforts during the Sabah earthquake in June 2015, and Minister (Foreign Affairs) Dr Vivian Balakrishnan hosted a thank you reception for them in Sabah in April 2016 to convey the Singapore Government's appreciation. Singapore and Sarawak also signed an MOU in February 2016 to further cooperation in the area of tourism. Singapore and Indonesia have</p>	<p>We will continue working closely with Australia to implement the CSP agreements.</p>
			<p>The India-Singapore Strategic Partnership will provide a roadmap for both sides to continue to broaden and deepen ties in areas such as defence, economic and cultural cooperation, skills development and capacity building. Together with continued high-level exchanges and collaboration with selected Indian states, this will take bilateral relations to new heights. We will also continue to build ties with other South Asian countries and explore opportunities for mutually beneficial collaboration in areas including economic cooperation.</p>
			<p>We will continue to engage and strengthen ties with key EU member states through exchanges of high-level visits. We will continue to work with the EU institutions to seek early ratification of the EU-Singapore Free Trade Agreement (EUSFTA) and the EU-Singapore Partnership and Cooperation Agreement (ESPCA) which remain our priorities. We will also tap our strong links with European countries to advance our economic interests, and seek new opportunities for cooperation. We are also working on an EU-ASEAN Comprehensive Air Transport Agreement, which will facilitate greater people flow through enhanced air connectivity between the two regions.</p>
			<p>We will continue to build on our relations with emerging markets such as Russia and Turkey. For Russia, we will continue to strengthen our relations through existing key institutional platforms such as the High-Level Russia-Singapore Inter-Governmental Commission (IGC) and Russia-Singapore Business Forum (RSBF). For Turkey, we will maintain excellent high-level exchanges and strengthen our economic interests through the ratification of the Turkey-Singapore Free Trade Agreement (TRSFTA) as well as make progress on an enhanced bilateral air services agreement.</p>
			<p>We will continue to strengthen our good relations with the Middle Eastern, Central Asian and North African countries through regular high-level exchanges and G-to-G institutional platforms. We will continue to provide technical assistance where opportune, particularly through study visits and our capacity building centres in Jordan, Oman and Qatar. We will continue to work closely with our economic agencies to identify new opportunities, leverage on existing platforms such as the Abu Dhabi-Singapore Joint Forum and the Singapore-Oman Joint Committee, as well as to ensure that the Gulf Cooperation Council (GCC)-Singapore FTA (GSFTA) is fully implemented. MFA and MTI are also jointly leading the preparations for Singapore's participation in the EXPO 2017 to be held in Astana, Kazakhstan.</p>

Desired Outcome	Performance Indicator	Actual FY2015/ Revised FY2016	Estimated FY2017
		<p>also signed two MOUs to further cooperation in the areas of electronic government, and youth and sports in July 2015. We remain committed to work with Indonesia on the issue of transboundary haze. We have also continued to actively pursue our objective of stepping up engagement with the Indonesian regions as well as deepening our economic engagement there, making us the largest foreign investor in Indonesia today. With Brunei, the 3rd Young Leaders' Programme (YLP), aimed at building links between the younger generation of Singaporean and Bruneian leaders, took place in October 2015. The 4th YLP was held in Singapore in November 2016. There was also a high momentum of visits from other influential Bruneian royals and leaders this year.</p> <p>We commemorated the 50<sup>th</sup> anniversary of diplomatic relations with Cambodia and Thailand in 2015, and with Myanmar in 2016. We also concluded an exchange of TPNs with Myanmar on the mutual waiver of visa requirements for ordinary passport holders which will be implemented from December 2016. We have further institutionalised our engagement with our other partners in the region to put our relations on a more secure footing. For instance, we have kept up the Singapore-Thailand Enhanced Economic Relationship Ministerial Meeting, the Singapore-Thailand Civil Service Exchange Programme, the Singapore-Vietnam Connectivity Ministerial Meeting, as well as reconvened the Singapore-Myanmar Joint Ministerial Working Committee. Despite turbulence in our region, we have kept our relations with our partners on an even keel.</p> <p>Our relations with the US, China, Japan, the ROK, and EU have also been strengthened. Singapore and the US marked 50 years of diplomatic relations in 2016. PM's Official Visit to Washington DC from 31 July to 3 August 2016 was the first with a State Dinner hosted for a Singapore PM since 1985. We signed MOUs on cybersecurity and the establishment of a Collaboration Platform to promote cooperation between US and Singapore companies in third-party markets. Both sides extended the bilateral Law Enforcement, and Homeland Security and Safety Cooperation Dialogue and launched the US-Singapore scholarship programme. In 2015, we concluded an Enhanced Defence Cooperation Agreement and renewed the Singapore-US Third Country Training Programme, which provides technical assistance to regional countries. With China, we commemorated the 25<sup>th</sup> anniversary of diplomatic ties in 2015, and established an "All-Round Cooperative Partnership Progressing with the Times", and launched the "Chongqing Connectivity Initiative (CCI)" as well as the China-Singapore Free Trade Agreement (CSFTA) upgrade negotiations. In addition, we facilitated the historic cross-strait talks between the top Leaders from the two sides of the Taiwan Strait Xi Jinping and Ma Ying-jeou in November 2015. Going forward, we will work towards (i) the smooth implementation of the CCI, and (ii) the conclusion of a substantive CSFTA upgrade by end-2016. 2016 also marked the 50<sup>th</sup> Anniversary of Singapore-Japan Relations (SJ50), which saw a series of high-level visits by our leaders to Japan. We aim to</p>	<p>For Latin America and the Caribbean, we will continue to strengthen relations through high-level interactions, and by using our existing tools of engagement, including our Pacific Alliance observership and the Singapore Cooperation Programme (SCP) to identify new opportunities for collaboration.</p> <p>As our political and economic interests in Sub-Saharan Africa continue to grow, we will continue to deepen our engagement of the region in coordination with our economic agencies and stakeholders.</p>

Desired Outcome	Performance Indicator	Actual FY2015/ Revised FY2016	Estimated FY2017
		<p>deepen our engagement with Japan with a review of the Japan-Singapore Economic Partnership Agreement (JSEPA) and liberalisation of our bilateral Air Services Agreement (ASA). Singapore maintains good relations with the ROK, having commemorated 40 years of bilateral relations in 2015.</p>	
		<p>With Europe, the ratification of the EU-Singapore Free Trade Agreement (EUSFTA) and the EU-Singapore Partnership and Cooperation Agreement (ESPCA) remains a key priority. To this end, we continue to engage relevant stakeholders. In March 2016, Minister (Foreign Affairs) Dr Vivian Balakrishnan officially launched the Friends of Singapore group of the European Parliament. We continue to build on our relations with emerging markets such as Russia and Turkey. We signed the Turkey-Singapore Free Trade Agreement (TRSFTA) in November 2015. The High-Level Russia-Singapore Inter-Governmental Commission (IGC) agreed in November 2015 to commence the process to negotiate a comprehensive Free Trade Agreement (FTA) between Singapore and the Eurasian Economic Union (EAEU).</p>	
		<p>With Australia, a package of new bilateral initiatives across trade, defence, innovation and people-to-people ties was announced in May 2016, giving effect to the Comprehensive Strategic Partnership (CSP) signed in June 2015. Key agreements arising from the package were signed during PM's visit to Australia in October 2016 for the inaugural Leaders' Summit under the CSP.</p>	
		<p>We have deepened our engagement of South Asia, the Middle East, Africa, and Latin America. With India, we signed the India-Singapore Strategic Partnership in November 2015, and worked closely with the government of Andhra Pradesh to complete the master plans of its new capital city, Amaravati, and with the government of Rajasthan to implement a skills development programme. Singapore opened negotiations on an FTA with Sri Lanka in July 2016, and we have worked to support this process. We have also continued our political and economic engagement of other growing economies in South Asia and in Sub-Saharan Africa. In August 2016, we hosted the 2<sup>nd</sup> Sub-Saharan Africa High-Level Ministerial Exchange Visit, which was attended by Ministers from 10 Sub-Saharan African countries (Botswana, Cabo Verde, Ethiopia, Ghana, Mauritius, Mozambique, South Africa, Tanzania, Uganda and Zimbabwe).</p>	
		<p>We have continued to support the full implementation of the Gulf Cooperation Council (GCC)-Singapore FTA. We will continue to strengthen economic links and seek opportunities for our companies in the GCC, Egypt and Iran. We are also stepping up our engagement with Kazakhstan, and MFA and MTI are jointly leading the preparations for Singapore's participation in the EXPO 2017 to be held in Astana.</p>	
		<p>With Latin America, we signed several bilateral cooperation agreements during President's State Visit to Mexico in June 2016, in sectors including joint technical assistance to third countries,</p>	



Desired Outcome	Performance Indicator	Actual FY2015/ Revised FY2016	Estimated FY2017
Reinforcing international recognition of Singapore as an effective, constructive and principled partner	2. Work with relevant agencies for strong and robust international and regional mechanisms e.g. ASEAN, ASEAN Plus Three, ASEAN Regional Forum (ARF), APEC, East Asia Summit (EAS) and Asia-Europe Meeting (ASEM)	<p>agriculture and food production, education, and trade and investment promotion. We also signed an Open Skies Agreement with Costa Rica in March 2016. The Singapore-Cuba Visa Abolition Agreement, signed in June 2015, came into force in March 2016.</p> <p>We kept up the momentum of regional integration, in the lead-up to the establishment of the ASEAN Community at the end of 2015. We also laid the foundation for ASEAN's continued Community-building, through the adoption of the ASEAN Community Vision 2025 and the new Community Blueprints, as well as the Master Plan on ASEAN Connectivity 2025 and Initiative for ASEAN Integration Work Plan III. We continued to support the strengthening of ASEAN's institutions and the streamlining of some of their processes. We made efforts to maintain ASEAN's relevance and position in the evolving regional architecture, and enhanced ASEAN's relations with the major powers and external parties. This included the elevation of ASEAN-US and ASEAN-NZ relations to Strategic Partnerships and the commemoration of the 25<sup>th</sup> Anniversary of ASEAN-China Relations. Singapore also took over as country coordinator for ASEAN-China dialogue relations. Domestically, we continued to engage all stakeholders, in particular our businesses and youth, to raise awareness of the ASEAN Community, with an eye to the 50th anniversary of the founding of ASEAN in 2017, and Singapore's Chairmanship of ASEAN in 2018.</p> <p>We continued to play a constructive role in the ASEM process to ensure its continued relevance and sustainability.</p> <p>APEC is a key regional platform by which we engage major players and promote economic cooperation and growth in the Asia-Pacific region. During Peru's 2016 Chairmanship, we will continue to push for closer regional economic integration and work with fellow APEC member economies towards producing a substantive collective strategic study on the Free Trade Area of the Asia Pacific that is due at the end of 2016.</p> <p>Singapore actively participated as a key player in the Trans-Pacific Partnership (TPP), which was signed on 4 February 2016. We will continue to work towards the speedy ratification and entry into force of the TPP by all parties.</p>	<p>Singapore will work closely with the Philippines (incoming ASEAN Chair) to implement the ASEAN Community Vision 2025 and three Community Blueprints in order to deepen ASEAN integration and realise a rules-based, people-oriented and people-centred ASEAN Community. We will work with fellow ASEAN Member States to implement the Master Plan on ASEAN Connectivity 2025 and Initiative for ASEAN Integration Work Plan III. Singapore will continue to support efforts to reinforce ASEAN Centrality and unity, streamline ASEAN's processes, and promote deeper engagement with external partners with an eye to tackling key transboundary challenges. As the ASEAN National Secretariat and Chair of the ASEAN National Committee, MFA will coordinate Singapore's initiatives to commemorate ASEAN's 50<sup>th</sup> Anniversary in 2017, and collaborate with relevant agencies and stakeholders on the preparations and deliverables for Singapore's ASEAN Chairmanship in 2018.</p> <p>We will continue to play a constructive and key role in reforming ASEM process towards more substantive and concrete cooperation between Asia and Europe.</p> <p>Singapore will continue our active participation in the APEC process, working closely with other APEC economies to realise APEC's vision of a stable, integrated, and prosperous community in the Asia-Pacific.</p> <p>Singapore will continue to actively encourage the expeditious ratification by all parties and the entry into force of the TPP.</p>
	3. Advance Singapore's interests and address emerging global concerns through effective bilateral and international cooperation including constructive and principled positions at key international fora	<p>Singapore participated in the negotiations under the United Nations Framework Convention on Climate Change (UNFCCC). This culminated in the historic signing of the Paris Agreement. The new system established by the Paris Agreement will build upon the existing bifurcated system and incorporate built-in flexibilities (differentiation) based on Parties' capacities, in a progressive direction of "continuous improvement". Exact modalities for the new measurement, reporting and verification regime will be developed through technical negotiations from 2016 to 2020.</p> <p>We have maintained Singapore's active engagement and positive agenda with the UN and</p>	<p>We will maintain our active participation at the UN and other international fora to advance our national interests and enhance our global standing and influence. As Singapore is serving on the IAEA Board of Governors from 2016 to 2018, we intend to play an active and constructive role consistent with Singapore's interests in nuclear safety, security and safeguards. We will continue to ensure compliance with our international commitments and obligations. We will also continue to work with other agencies to support Singapore's candidatures to the international organisations.</p> <p>Singapore will continue to play an active role in the International Seabed Authority (ISA) as a Member of the ISA Council and a Member of the ISA Legal and</p>

Desired Outcome	Performance Indicator	Actual FY2015/ Revised FY2016	Estimated FY2017
		<p>key international organisations. We participated in various multilateral processes on global development issues such as the Bali Process. We continued to participate at the IAEA and in international nuclear safety and security related meetings. We successfully secured positions on the INTERPOL Executive Committee and IMO Council at elections in November 2015, and the ICAO Council and Universal Postal Union Postal Services Council in October 2016, through a sustained inter-agency lobbying campaign. Singapore participated in the 21<sup>st</sup> and 22<sup>nd</sup> International Seabed Authority (ISA) Session held in Kingston, Jamaica in July 2015 and July 2016 respectively. During the 22<sup>nd</sup> ISA Session, a Singaporean representative was elected to the ISA Legal and Technical Commission for a five-year term beginning 1 January 2017.</p>	<p>Technical Commission, including through constructive participation in the 23<sup>rd</sup> ISA Session to be held in Kingston, Jamaica in July/August 2017.</p>
		<p>We are active participants in developing country groups such as the Group of 77/China, the Non-Aligned Movement and the Alliance of Small Island States. We are convenors of the Global Governance Group (3G) and the Forum of Small States (FOSS), as well as co-chair of the Group of Friends on Sustainable Cities. In addition, we have shared Singapore's development experiences at the UN and launched the Sustainable Development Programme under our Singapore Cooperation Programme (SCP) to support the UN's 2030 Agenda for Sustainable Development. We have also raised awareness of major urban challenges such as water and sanitation issues through events like World Toilet Day. As the Chair of the Inter-Ministry Committee (IMC) on Human Rights, we worked closely with the agencies and also organised domestic consultations with civil society organisations in Singapore on our policies in preparation for our second Universal Periodic Review (UPR) in January 2016. As the Chair of the IMC on Export Controls, we also worked closely with relevant agencies to ensure Singapore's compliance with UN Security Council sanctions pertaining to the proliferation of weapons of mass destruction.</p>	<p>Singapore will continue our constructive participation in the World Trade Organisation (WTO). We will continue to play the bridging role between developed and developing members, including through our role as the Chair of the Committee of Trade and Development Special Sessions (CTDSS). We will work with other WTO Members to deliver positive outcomes at the 11th WTO Ministerial Conference in Buenos Aires, Argentina in December 2017.</p>
		<p>At the WTO, Singapore continues to play an active and important role in supporting the multilateral trading system, through participation in the various WTO processes, including through our role as the Chair of the Committee of Trade and Development Special Sessions (CTDSS). Singapore actively participated in the 10th WTO Ministerial Conference in Nairobi, Kenya, which was successfully concluded in December 2015. The final MC10 outcomes, particularly the elimination of agriculture export subsidies and the conclusion of the ITA expansion, were positive developments for Singapore. We will continue to work to entrench Singapore as a key middle-ground player and demonstrate thought leadership. We will also monitor developments in the Dispute Settlement Board as a third party observer in cases where we have an interest. At the invitation of the 2015 Turkish Presidency, Singapore participated in G20 meetings, including the G20 Leaders' Summit in Antalya in November 2015. As an invited guest country during the 2016 Chinese Presidency, Singapore participated actively in the G20 process</p>	<p>Although Singapore is not a member of the G20, we will continue to contribute constructively to the G20 process under the 2017 German G20 Presidency.</p>
			<p>We will continue our active engagement of the Arctic Council (AC). Besides attending key AC meetings such as the Ministerial Meeting, we will also attend relevant Arctic-related fora. We will also work closely with relevant agencies to host Arctic conferences and workshops in Singapore to bolster our observer credentials.</p>

Desired Outcome	Performance Indicator	Actual FY2015/ Revised FY2016	Estimated FY2017
4. Develop goodwill towards Singapore by sharing our developmental experience with partners through our technical assistance programme	which led to the Hangzhou Summit in September 2016.	Singapore has participated actively in the Arctic Council (AC)'s work, as well as other Arctic-related forums. We have also increased our engagement with the Arctic states and Arctic indigenous peoples through bilateral visits and exchanges. Through our Observer State status, we will continue to monitor Singapore's interests in the Arctic, including the impact of new shipping routes and the environmental impact of the changing Arctic. In 2015, we hosted a State Visit by President of Iceland Ólafur Ragnar Grímsson in conjunction with the Arctic Circle Singapore Forum. The Forum's discussions succeeded in raising awareness of Arctic affairs in Singapore and the region. In 2016, we kept up our Arctic engagement – Minister of State (MOS) (PMO) (Manpower) Sam Tan attended several Arctic forums and meetings in Norway, Greenland (Denmark), Russia and the US.	
	Singapore has also increased engagement with the 21-member Indian Ocean Rim Association (IORA) in order to monitor Singapore's interests in the Indian Ocean. We conducted a course on Port Management and Operations for officials from IORA member countries in August 2016.		
	The SCP reached a milestone in 2015 when we received our 100,000th participant. To date, more than 110,000 foreign officials from over 170 countries have participated in SCP courses.	As the SCP enters into the 25 <sup>th</sup> year since its launch in 1992, it will continue to evolve to advance Singapore's interests, maintain relevance and create space.	
	The SCP continually evolves to address emerging developmental needs and challenges around the world. Three new training themes have been introduced in FY2016: building a Smart Nation; cultural and heritage conservation; and social cohesion, conflict management and peace building. These themes will profile and share Singapore's expertise and experiences in emerging issues, while broadening the SCP's range of capacity building programmes.	To expand our repertoire, refresh existing content and tackle evolving developmental challenges, the SCP is developing more open platforms to enable broader development assistance. In addition to revamping our IAI Centres as integrated development platforms called Singapore Cooperation Centres (SCCs), we are exploring more partnership opportunities with private sector entities and local non-governmental organisations (NGOs) in areas such as the digital economy and water and sanitation.	
	We ran a series of leadership and executive education programmes in FY2016 targeted at top officials, which provided a platform to exchange views and ideas on salient issues.	In FY2017, we will work with Google and Microsoft to conduct more joint programmes on harnessing technology and the Internet for the future economy, further to our inaugural collaboration with Google in August 2016. We will also look for opportunities to work with our local NGOs to explore CSR collaboration under our SCCs. We are partnering local NGO Mercy Relief on water and sanitation in Timor-Leste. We will also step up collaboration with the Singapore-based UNDP Global Centre for Public Service Excellence to help regions achieve specific Sustainable Development Goals (SDGs), as part of our UN Sustainable Development Package.	
	We remain committed to enhancing the human resource capabilities of our ASEAN neighbours. The majority of SCP alumni are from ASEAN countries. Our four Training Centres in Cambodia, Laos, Myanmar and Vietnam continue to deliver over a hundred courses a year under the Initiative for ASEAN Integration (IAI). As Singapore's contribution to the next phase of the IAI work plan, we intend to reconfigure our IAI Centres as integrated development platforms to offer additional capacity building tools beyond training courses to help narrow the intra-regional development gap.	To further project our reach and enhance Singapore's international reputation and influence, the SCP has forged new partnerships under which new training programmes would be rolled out in FY2017. Under a new MOU with UN-Habitat, the SCP and the Centre for Liveable Cities will work with UN-Habitat to deliver capacity building programmes to help African cities achieve sustainable urban development. We will also partner with UNICEF on Water and Sanitation solutions. In partnership with the International Energy Agency (IEA) and the Energy Market Authority (EMA), the SCP will also conduct joint training courses on energy issues for ASEAN and other developing countries in Asia.	
The enhanced Centres would also help coordinate development and technical assistance from various Singapore agencies.			
In support of Myanmar's capacity development in the area of technical and vocational training, we			

Desired Outcome	Performance Indicator	Actual FY2015/ Revised FY2016	Estimated FY2017
Prompt and effective consular services for Singaporeans	5. Timely and effective consular services for Singaporeans – less than 5% negative feedback on consular cases	<p>officially launched the Singapore-Myanmar Vocational Training Institute (SMVTI) during PM's visit in June 2016. The first batch of students graduated in April 2016. The SMVTI's curriculum and technical training, formulated by the Institute of Technical Education Services (ITEES), will match graduates with companies in Myanmar for employment or internship opportunities in the hospitality and tourism, retail and engineering sectors.</p> <p>In support of the UN's 2030 Agenda, we launched our Sustainable Development Package (SDP) to deliver capacity building in September 2016. Under the SDP, we collaborated with UNDP Global Centre for Public Service Excellence in May 2016 on a leadership programme on sustainable development. We also delivered a water and sanitation project with Lien Aid in November 2016.</p> <p>MFA's consular work has increased in volume and complexity. Singaporeans are travelling more widely and frequently, and many work abroad. In 2015, Singaporeans made about 7.2 million overseas trips in addition to the approximately 23.6 million overland trips to Malaysia. More than 200,000 Singaporeans reside overseas. All these inevitably mean more requests for consular assistance and from places where we have no ground presence. In 2015, MFA handled about 2,400 cases and over 3,000 queries from the public. Our counter service endorsed more than 70,000 documents, serving more than 27,000 people. We despatched six Crisis Response Teams abroad in 2015 to provide assistance to distressed Singaporeans. MFA has maintained a high level of service. We received 65 compliments and 22 complaints in 2015.</p>	<p>Bilaterally, the SCP will continue to facilitate sustained exchanges at the people-to-people level. We renewed our bilateral agreement to host study visits and executive education programmes for senior Communist Party of Vietnam (CPV) officials from 2017 to 2019. We will also be signing an MOU with Egypt to extend technical cooperation till 2021.</p> <p>We will continue to provide prompt and effective consular services for Singaporeans. For example, we are upgrading our MFA@SG mobile application to harness the latest technology to deliver even more timely and accurate information and services to Singaporeans. We are exploring cooperation with external parties to extend our reach. We are also engaging other consular services globally and attending relevant fora to adopt and adapt consular best practices.</p>