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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

FY2019 EXPENDITURE ESTIMATES

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2017	Estimated FY2018	Revised FY2018	Estimated FY2019	Change Over FY2018	
	TOTAL EXPENDITURE	\$459,747,093	\$502,502,000	\$476,218,800	\$466,695,400	-\$9,523,400	-2.0%
	Main Estimates						
	OPERATING EXPENDITURE	\$435,291,147	\$476,502,000	\$451,718,800	\$450,695,400	-\$1,023,400	-0.2%
	<i>RUNNING COSTS</i>	<i>\$342,337,800</i>	<i>\$381,499,500</i>	<i>\$358,672,600</i>	<i>\$353,302,200</i>	<i>-\$5,370,400</i>	<i>-1.5%</i>
	Expenditure on Manpower	\$185,359,934	\$188,027,600	\$187,805,600	\$196,942,000	\$9,136,400	4.9%
1200	Political Appointments	1,188,265	1,111,300	1,466,600	1,613,700	147,100	10.0
1500	Permanent Staff	165,287,192	167,563,900	167,047,800	175,662,100	8,614,300	5.2
1600	Temporary, Daily-Rated & Other Staff	18,884,477	19,352,400	19,291,200	19,666,200	375,000	1.9
	Other Operating Expenditure	\$156,977,866	\$193,471,900	\$170,867,000	\$156,360,200	-\$14,506,800	-8.5%
2100	Consumption of Products & Services	121,524,682	119,161,100	119,152,700	121,111,600	1,958,900	1.6
2300	Manpower Development	7,662,801	8,210,000	7,408,700	8,412,100	1,003,400	13.5
2400	International & Public Relations, Public Communications	23,563,367	61,408,700	38,835,000	20,811,700	-18,023,300	-46.4
2700	Asset Acquisition	1,944,649	1,831,600	2,165,200	3,165,900	1,000,700	46.2
2800	Miscellaneous	2,282,368	2,860,500	3,305,400	2,858,900	-446,500	-13.5
	<i>TRANSFERS</i>	<i>\$92,953,347</i>	<i>\$95,002,500</i>	<i>\$93,046,200</i>	<i>\$97,393,200</i>	<i>\$4,347,000</i>	<i>4.7%</i>
3600	Transfers to Institutions & Organisations	11,144,996	12,833,200	11,544,600	11,121,700	-422,900	-3.7
3800	International Organisations & Overseas Development Assistance	81,808,351	82,169,300	81,501,600	86,271,500	4,769,900	5.9

Code	Object Class	Actual FY2017	Estimated FY2018	Revised FY2018	Estimated FY2019	Change Over FY2018	
	OTHER CONSOLIDATED FUND OUTLAYS	\$0	\$0	\$0	\$24,300,000	\$24,300,000	n.a.
4600	Loans and Advances (Disbursement)	0	0	0	24,300,000	24,300,000	n.a.
	Development Estimates						
	DEVELOPMENT EXPENDITURE	\$24,455,946	\$26,000,000	\$24,500,000	\$16,000,000	-\$8,500,000	-34.7%
5100	Government Development	24,455,946	26,000,000	24,500,000	16,000,000	-8,500,000	-34.7

Establishment List

Category/Personnel	Actual FY2017	Estimated FY2018	Revised FY2018	Estimated FY2019
POLITICAL APPOINTMENTS	3	3	4	4
Minister	1	1	1	1
Senior Minister of State	1	1	1	1
Minister of State	1	1	1	1
Senior Parliamentary Secretary	0	0	1	1
PERMANENT STAFF	935	1,121	1,092	1,093
Accounting Profession (2008)	2	3	3	3
Administrative	5	6	6	6
Foreign Service (2002)	566	683	665	665
Foreign Service Administration Specialist Scheme	107	391	380	382
Foreign Service Technical and Administrative Support	222	0	0	0
Home Affairs Services - ICA Senior Scheme	9	9	9	9
Home Affairs Services - ICA Specialist Scheme	8	9	9	9
Language Executive Scheme (2008)	0	1	1	0
Legal	0	1	1	1
Management Executive Scheme (2008)	1	1	1	1
Management Support Scheme (Language Officer)	2	2	2	2
Operations Support	13	15	15	15
TEMPORARY, DAILY-RATED & OTHER STAFF	477	536	508	521
Locally Recruited Staff	477	536	508	521
OTHERS	12	14	12	8
Info-Communications Development Authority (non-GCIO)	12	14	12	8
TOTAL	1,427	1,674	1,616	1,626

FY2018 BUDGET

The revised FY2018 expenditure of the Ministry of Foreign Affairs (MFA) is \$476.22 million. This is an increase of \$16.47 million or 3.6% over the actual FY2017 expenditure of \$459.75 million.

Operating Expenditure

The revised FY2018 operating expenditure is \$451.72 million, an increase of \$16.43 million or 3.8% over the actual FY2017 expenditure of \$435.29 million. This increase is mainly due to Singapore's hosting of the ASEAN Chairmanship in 2018.

Development Expenditure

The revised FY2018 development expenditure is \$24.50 million, which is comparable to FY2017 expenditure of \$24.46 million.

FY2019 BUDGET

The FY2019 total expenditure of MFA is projected to be \$466.70 million, a decrease of \$9.52 million or 2.0% over the revised FY2018 expenditure of \$476.22 million. Of this, \$450.70 million or 96.6% is for operating expenditure and \$16 million or 3.4% is for development expenditure.

Operating Expenditure

Operating expenditure for FY2019 is projected to be \$450.70 million, which is a decrease of \$1.02 million or 0.2% over the revised FY2018 expenditure of \$451.72 million. Of this, \$353.30 million or 78.4% is for running costs and \$97.40 million or 21.6% is for transfers.

Development Expenditure

Development expenditure for FY2019 is projected to be \$16 million, a decrease of \$8.50 million or 34.7% over the revised FY2018 expenditure of \$24.50 million. This decrease is mainly due to the completion of a major project in FY2018.

Other Consolidated Fund Outlays

Advances for FY2019 is projected to be \$24.30 million mainly to meet ad-hoc cashflows required in the overseas operations of the Ministry.

Total Expenditure by Programme

Code	Programme	Running Costs	Transfers	Operating Expenditure	Development Expenditure	Total Expenditure
N-A	Foreign Affairs	353,302,200	97,393,200	450,695,400	16,000,000	466,695,400
	Total	\$353,302,200	\$97,393,200	\$450,695,400	\$16,000,000	\$466,695,400

Development Expenditure by Project

Project Title	Total Project Cost	Actual Expenditure Up to end of FY2016	Actual FY2017	Estimated FY2018	Revised FY2018	Estimated FY2019
DEVELOPMENT EXPENDITURE	\$24,455,946	\$26,000,000	\$24,500,000	\$16,000,000
<i>GOVERNMENT DEVELOPMENT</i>	<i>24,455,946</i>	<i>26,000,000</i>	<i>24,500,000</i>	<i>16,000,000</i>
Foreign Affairs Programme						
HQ Building Projects	11,531,742	11,500,000	11,500,000	3,500,000
ICT Projects	898,681	3,241,000	1,773,900	1,650,000
Overseas Properties Projects	5,052,538	5,500,000	5,500,000	4,000,000
Minor Development Projects	6,972,984	5,759,000	5,726,100	6,850,000

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

Key Performance Indicators

Desired Outcome	Performance Indicator	Actual FY2017/ Revised FY2018	Estimated FY2019
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	<p>Our leaders travelled widely since April 2017 for bilateral visits, as well as to attend various multilateral meetings. President Halimah Yacob made State Visits to Brunei and the Netherlands, and visited Thailand for the Royal Cremation Ceremony of the late King Bhumibol Adulyadej. Then-President Tony Tan made State Visits to the Czech Republic, Italy, Japan, Mexico and Poland. PM Lee Hsien Loong visited Australia, Austria, China, France, India, Indonesia, Israel, Japan, Jordan, Malaysia, Mongolia, Myanmar, the Palestinian Territories, Sri Lanka and the US. PM also attended the 27th World Economic Forum (WEF) on ASEAN in Hanoi, Vietnam, the 25th and 26th APEC Economic Leaders' Meetings (AELM) in Danang, Vietnam and Port Moresby, Papua New Guinea respectively, the 12th and 13th G20 Leaders' Summits in Hamburg, Germany and Buenos Aires, Argentina respectively, the 12th Asia-Europe Meeting (ASEM) Summit and ASEAN-EU Leaders' Meeting in Brussels, Belgium, the 25th Commonwealth Heads of Government Meeting (CHOGM) in London, the UK, the 30th and 31st ASEAN Summit in Manila, Philippines, the ASEAN-India Commemorative Summit in New Delhi, India, the 4th Nuclear Security Summit in Washington DC, USA and the ASEAN-Australia Special Summit in Sydney, Australia. DPM and Coordinating Minister for National Security Teo Chee Hean visited Australia, Brunei, China, Ethiopia, France, Indonesia, Japan, Malaysia, Philippines, South Africa, Spain and the US, attended the Indian Ocean Rim Association (IORA) Leaders' Summit in Indonesia and visited Hanoi, Vietnam, to attend the State Funeral of President Tran Dai Quang. DPM and Coordinating Minister for Economic and Social Policies Tharman Shanmugaratnam visited Argentina, China, Denmark, Finland, Germany, India, Italy, Japan, France, Mauritius, Mexico, the Philippines, Russia, South Africa, the UK and the US. ESM Goh Chok Tong's trips included China, Japan, Kazakhstan and Thailand.</p> <p>Minister (Foreign Affairs) Dr Vivian Balakrishnan visited Australia, Argentina, Bhutan, Cambodia, China, the Democratic People's Republic of Korea (DPRK), India, Indonesia, Japan, Laos, Malaysia, Myanmar, New Zealand, Oman, the Philippines, Spain, the UAE, the US and Vietnam. Minister (Foreign Affairs) also attended various multilateral forums such as the G20 Foreign Ministers' Meeting in Buenos Aires, Argentina in 2018, the 71st and 72nd United Nations General Assemblies (UNGA), the 2017 World Economic Forum Annual Meeting in Davos, Switzerland, the 13th ASEM Foreign Ministers' Meeting in Nay Pyi Taw, Myanmar, the 12th ASEM Summit in Brussels, Belgium, the 25th CHOGM in London, the UK, the ASEAN Foreign Ministers' Meeting and Related Meetings in Manila, Philippines in August 2017, the 31st ASEAN Summit in Manila, Philippines in November 2017,</p>	<p>We will continue to maintain a positive and constructive relationship with the Malaysian government and deepen our mutually-beneficial cooperation, including through strengthening connectivity and business linkages. We will also continue to build on our engagements at the state-level, and promote people-to-people and cultural exchanges.</p> <p>We will build on the positive momentum from the Singapore-Indonesia Leaders' Retreat between PM Lee and Indonesian President Joko Widodo held in Bali, Indonesia in October 2018 to further strengthen bilateral relations. We will continue to expand our economic linkages with Indonesia, including through collaboration with Indonesia's regions. Indonesia will have elections in April 2019 and we look forward to working with the Indonesian government to continue our mutually-beneficial cooperation.</p> <p>We will continue to closely engage Brunei to maintain the strong momentum of high-level exchanges, and further enhance our special relationship.</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 celebrate the 50th anniversary of the establishment of Singapore-Philippines diplomatic relations in 2019 with a series of commemorative activities, including a State Visit by President Halimah Yacob to the Philippines, restoration of Philippine artist Pacita Abad's painting on Alkaff Bridge, and a joint stamp issue.</p> <p>As a longstanding, strategic partner of the US, we will continue to expand cooperation across the economic, defence, security and people-to-people spheres. We will maintain the momentum of high-level exchanges and strengthen our collaboration with the US on issues of mutual concern and interest, such as counter-terrorism, cybersecurity, and infrastructure development, as well as through mechanisms such as the US-Singapore Strategic Partnership Dialogue.</p> <p>We will continue our active engagement of the People's Republic of China (PRC) through high-level visits and institutionalised bilateral mechanisms, like the Joint Council for Bilateral Cooperation, Singapore-China Forum on Leadership and the Singapore-China Forum on Social Governance, as well as the new Singapore-China Legal and Judicial Roundtable. We will also continue to (i) facilitate the smooth development of our three government-to-government projects, the China-Singapore Suzhou Industrial Park, the Sino-Singapore Tianjin Eco-city, and the China-Singapore (Chongqing) Demonstration Initiative on Connectivity (CCI), as well as the newly elevated Guangzhou Knowledge City which is now a State-level</p>

Desired Outcome	Performance Indicator	Actual FY2017/ Revised FY2018	Estimated FY2019
		<p>as well as the annual Informal ASEAN Foreign Ministers' Meeting and Related Meetings in New York City, the US. Minister (Foreign Affairs) also attended the 22nd ASEAN-EU Ministerial Meeting in Brussels, Belgium. Then-Senior Minister of State (Foreign Affairs) and subsequently then-Second Minister (Foreign Affairs) Josephine Teo visited China, France, Japan, Kenya, Mozambique, the Republic of Korea (ROK), Russia, South Africa and the US, while Senior Minister of State (Foreign Affairs) Dr Maliki Osman visited Austria, Bangladesh, Bahrain, Botswana, Brunei, Ethiopia, India, Indonesia, Israel, Jordan, Malaysia, Namibia, Nepal, Oman, the Palestinian Territories, Qatar, the ROK, Romania, South Africa and Switzerland, and attended the 16th and 17th IORA Council of Ministers Meeting in Indonesia and South Africa respectively, the 17th Non-Aligned Movement Summit in Venezuela, the 29th and 30th APEC Ministerial Meetings in Vietnam and Papua New Guinea respectively, the 3rd Conference on Cooperation Among East Asian Countries for Palestinian Development Ministerial Meeting in Bangkok, Thailand, the 8th Forum for East Asia-Latin America Cooperation (FEALAC) Foreign Ministers' Meeting in Busan, ROK as well as the OECD Southeast Asia Regional Programme Ministerial Conference in Tokyo, Japan. Minister of State (Foreign Affairs) (Social and Family Development) Sam Tan visited Finland, Germany, Iceland, Norway, Russia, the US, and Japan for the 19th Singapore-Kagoshima Conference. Deputy Speaker of Parliament Lim Biow Chuan led the Singapore delegation to the 38th General Assembly of the ASEAN Inter-Parliamentary Assembly (AIPA) in Manila, Philippines. Chief Justice Sundaresh Menon visited China to co-chair the inaugural Singapore-China Legal and Judicial Roundtable. Senior Parliamentary Secretary (Foreign Affairs) Dr Tan Wu Meng visited the DPRK.</p>	<p>bilateral cooperation project; and (ii) further our collaboration on a third country project. We are also deepening our engagement of the key Chinese provinces/municipalities. During Premier Li Keqiang's Official Visit to Singapore in November 2018 in conjunction with the 21st ASEAN-China Summit and 13th East Asia Summit, both sides agreed to establish a Singapore-Shanghai Cooperation Council at the Minister-Mayoral level. As we continue to deepen cooperation in existing fields including financial cooperation and human resource development, we will explore new areas of cooperation like the Belt and Road Initiative. We will continue to promote greater people-to-people exchanges, including facilitating internships between university students from both sides.</p>
		<p>There was a steady stream of visits by foreign dignitaries. Singapore hosted State Visits from Brunei, Egypt, Germany, Indonesia, Laos, Panama, Qatar, and the Republic of Korea (ROK). We also hosted visits by the Crown Prince of Brunei, DPRK State Affairs Commission Chairman Kim Jong Un (for the US-DPRK Summit), President of Madagascar, Princess Maha Chakri Sirindhorn of Thailand, King of Tonga, the Prince of Wales and the Duchess of Cornwall, former United Nations (UN) Secretary-General Ban Ki Moon, Chairman of the Board of the Eurasian Economic Union Tigran Sargsyan, Prime Ministers of Bhutan, Denmark, Hungary, India, Jamaica, Kazakhstan, Laos, Malaysia, the Netherlands, Sri Lanka, Turkey and Vietnam, Myanmar State Counsellor Aung San Suu Kyi, the Deputy Prime Ministers of Belarus, Ireland, Mauritius, Poland, Romania, Russia and Vietnam, the Chief Executive of Hong Kong Special Administrative Region Mrs Carrie Lam, Vice President of the Council of Ministers of Cuba, the Speaker of the ROK, and Vietnam National Assembly Chairwoman Nguyen Thi Kim Ngan. Japanese Prime Minister Shinzo Abe attended the Lying-in-State of former President S R Nathan. Other significant visits included those by the foreign ministers of Argentina, Australia, Bangladesh, Brazil, Cambodia, Canada, China, Costa Rica, Greece, Indonesia, Japan, Kosovo, Lithuania, Malaysia, New Zealand, Norway, Qatar, the Republic of Korea (ROK), Thailand, Timor-Leste, Ukraine, the US and Vietnam, the Canadian Minister of Defence, US Secretary of Defence, Director-General of the Organisation for the Prohibition of Chemical Weapons (OPCW), Communist Party of China (CPC) Politburo Member and Central Organisation Department Minister Zhao Leji for the 6th Singapore-China Forum on Leadership, as well as CPC Politburo Member and Political and Legal Affairs Commission Secretary Meng Jianzhu for the 3rd Singapore-China Social Governance Forum. There were two high-level Congressional visits from the US. Singapore</p>	<p>We will continue to build up relations with key regional partners like Japan and the ROK, including through exchanges of high-level visits. We will also continue to build our links with Japanese and ROK personalities through our invitation programmes, such as the Temasek Programme, Raffles Programme and the ROK Directors-General Visit Programme. We will also maintain our bilateral track 1.5 platforms such as the Japan-Singapore Symposium and the Korea-Singapore Forum. We will continue to improve on our joint technical assistance programme, the Japan-Singapore Partnership Programme for the 21st Century (JSPP21), to address emerging development challenges and remain relevant in the coming decades.</p>
			<p>We will continue to strengthen our multi-faceted relations with Australia and work closely with them to implement the Singapore-Australia Comprehensive Strategic Partnership (CSP) 10-year Roadmap, which includes initiatives to enhance integration and cooperation across all aspects of bilateral relations. We will continue to identify new mutually beneficial areas to collaborate on, such as the digital economy and cybersecurity. We are also working with New Zealand to sign the Singapore-New Zealand Enhanced Partnership which will encompass various initiatives across a number of sectors, in 2019.</p>
			<p>We will continue to strengthen relations with India to make progress on the India-Singapore Strategic Partnership, which provides a roadmap for cooperation in defence, economic and cultural cooperation, skills development, smart cities and capacity building among others. We will also deepen collaboration in the area of FinTech, through regular meetings of the Joint Working Group which was established during PM Narendra Modi's visit to Singapore in June 2018.</p>
			<p>We will also continue to build ties with other South Asian countries and explore areas for mutually beneficial collaboration.</p>
			<p>We will continue to engage and strengthen ties with key EU member states including through exchanges of high-level visits. We will also tap our strong links with European countries to advance our economic interests, and seek new opportunities for cooperation.</p>
			<p>Following the signing of the EU-Singapore Free Trade Agreement (EUSFTA), EU-Investment Protection Agreement (EUSIPA) and the EU-Singapore Partnership and Cooperation Agreement (ESPCA) in October 2018, we will continue to work with the EU institutions and EU Member States to push for the expeditious ratification of these agreements. We also hope to conclude negotiations 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</p>

Desired Outcome	Performance Indicator	Actual FY2017/ Revised FY2018	Estimated FY2019
		<p>also hosted the 10th meeting of the Singapore-Australia Joint Ministerial Committee.</p>	<p>institutional platforms such as the High-Level Russia-Singapore Inter-Governmental Commission (IGC) and Russia-Singapore Business Forum (RSBF).</p>
		<p>We maintained intensive diplomatic engagement with our immediate neighbours and other Southeast Asian countries. DPM Teo visited Johor in August 2017 as PM's Special Representative to attend the wedding of Tunku Tun Aminah, the daughter of the Sultan of Johor. Singapore hosted the 8th Singapore-Malaysia Leaders' Retreat on 16 January 2018. The Leaders witnessed the signing of (i) the Rapid Transit System (RTS) Link Bilateral Agreement (BA); and (ii) the Memorandum of Understanding (MOU) between the Government of Malaysia and the Government of the Republic of Singapore on Cooperation in the Field of Education. The 9th Leaders' Retreat is slated to be hosted by Malaysia in 2019. Shortly after the 14th Malaysian General Election, PM visited Putrajaya on 19 May 2018. He met Malaysian PM Mahathir Mohamad, DPM and Minister of Women, Family and Community Development Wan Azizah Wan Ismail, and Pakatan Harapan Coalition Chief Anwar Ibrahim. DPM Teo visited Kuala Lumpur, Sabah and Sarawak from 4 to 9 September 2018, and met many Malaysian leaders at the Federal and State levels. President also visited Kuala Lumpur from 18 to 19 September 2018 to officiate the annual University of Malaya-National University of Singapore Inter-University Tunku Chancellor Golf Tournament Games with the Sultan of Perak Nazrin Shah, and called on the Yang-di Pertuan Agong Sultan Muhammad V. There has also been a high tempo of visits from Malaysian leaders to Singapore from June to November 2018, including by PM Mahathir, Defence Minister Mohamad Sabu, Communications and Multimedia Minister Gobind Singh Deo, Housing and Local Government Minister Zuraida Kamaruddin, Foreign Minister Saifuddin Abdullah, Youth and Sports Minister Syed Saddiq, Economic Affairs Minister Azmin Ali, Deputy Defence Minister Liew Chin Tong, Deputy Minister of Women, Family and Community Development Hannah Yeoh, Deputy Youth and Sports Minister Steven Sim, and Pakatan Harapan Coalition Chief Anwar Ibrahim. On 5 September 2018, following bilateral negotiations led by Malaysian Economic Affairs Minister Azmin Ali and Minister (Transport) & Coordinating Minister for Infrastructure Khaw Boon Wan, both Ministers signed Side Letters on the suspension of the construction of the KL-Singapore High Speed Rail Project. Singapore welcomed Malaysia's decision in May 2018 to discontinue Malaysia's applications for revision and interpretation of the International Court of Justice Judgment of 23 May 2008 on sovereignty over Pedra Branca, Middle Rocks and South Ledge. Both countries have gone through the due legal process and put the matter to rest amicably.</p>	<p>For Turkey, we will maintain high-level exchanges and strengthen our economic interests through the Turkey-Singapore Free Trade Agreement (TRSFTA) which entered into force in October 2017, and 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 government-to-government 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 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. We will also work with the agencies to ensure a more focussed agenda for key GCC accounts, including the newly-launched Singapore-Qatar Implementation Monitoring Mechanism revamp of the Singapore-Qatar High Level Joint Committee and the establishment of the Singapore-UAE Enhanced and Comprehensive and Enhanced Partnership. We will continue to support MTI in its negotiations on the EAEU-FTA.</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 (PA) Associate Membership and the ongoing negotiations on a PA-Singapore FTA, a MERCOSUR-Singapore FTA, 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>
		<p>On 11 October 2018, PM met President Joko Widodo (Jokowi) for the third Singapore-Indonesia Leaders' Retreat held in Bali, Indonesia. A total of seven MOUs and Agreements were signed at the LR. Three of them were witnessed by PM and President Jokowi, namely the (i) Bilateral Investment Treaty; (ii) Cultural Cooperation Programme; and (iii) an MOU on FinTech cooperation. DPM Teo and Minister (Foreign Affairs) Dr Vivian Balakrishnan made working visits to Jakarta in July 2018 and February 2018 respectively. Minister (Foreign Affairs) also visited Batam in March 2018 to launch the Nongsa Digital Park with his Indonesian counterpart. DPM Tharman visited Indonesia on several occasions in 2018, including: (i) the IMF-World Bank Conference in Jakarta in February 2018; (ii) a working visit to Jakarta in August 2018; and (iii) the IMF-World Bank Annual Meetings in Bali in October 2018. Senior Minister of State (Foreign Affairs) Dr Maliki Osman continued our engagement of the Indonesian provinces with visits to Jakarta and Surabaya in March 2018, and Medan and Batam in August 2018. In</p>	

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		<p>aid of the disaster relief efforts in Lombok and Central Sulawesi in August and September 2018 respectively, we contributed USD100,000 (each) during both incidents as seed money to kick-start the public fundraising appeal by the Singapore Red Cross. During our ASEAN Chairmanship year, Singapore also hosted several high-level visits from Indonesia. President Jokowi visited Singapore twice for the 32nd and 33rd ASEAN Summits.</p>	
		<p>President Halimah Yacob visited Brunei for her first overseas State Visit from 11 to 14 May 2018 at the invitation of the Sultan of Brunei. This followed PM's attendance at the Golden Jubilee celebration of the Sultan's accession to the throne from 5 to 7 October 2017 and Singapore's hosting of the Sultan's fourth State Visit from 5 to 6 July 2017. During the Sultan's visit, the Sultan and PM commemorated the 50th anniversary of the Currency Interchangeability Agreement with the launch of commemorative S\$50 and B\$50 notes, and officiated the opening of a co-curated exhibition on Singapore-Brunei ties. DPM Teo led a delegation to Brunei for the 5th Young Leaders' Programme (YLP) from 3 to 5 November 2017, and Singapore hosted Crown Prince Al-Muhtadee Billah's visit for the 6th YLP from 28 October to 2 November 2018. The YLP is aimed at building links between the younger generation of Singaporean and Bruneian leaders. There was also a steady momentum of visits from and meetings with other Bruneian royals and leaders from April 2017 to November 2018, including Prince 'Abdul Malik, Prince 'Abdul Mateen, Minister of Primary Resources and Tourism Ali Apong, Minister of Development Suhaimi Gafar, Minister of Energy and Industry Mat Suny, Minister of Defence II Halbi Yussof, Minister of Culture, Youth and Sports Aminuddin Ihsan, and Minister of Foreign Affairs II Erywan Yusof. The Sultan also visited Singapore twice for the 32nd and 33rd ASEAN Summits.</p>	
		<p>We have kept our relations with other partners in Southeast Asia on an even keel by strengthening institutional engagement through mechanisms like the Singapore-Thailand Civil Service Exchange Programme, the Singapore-Thailand Enhanced Economic Relationship Ministerial Meeting, the Singapore-Thailand Third Country Training Programme, the Singapore-Vietnam Connectivity Ministerial Meeting, and the Singapore-Myanmar Joint Ministerial Working Committee. We made progress in deepening economic integration and strengthening people-to-people ties. Our Avoidance of Double Taxation Agreement (DTA) with Cambodia came into force in December 2017. We made headway on our interests in connectivity with the launch of Silkair stopover flights on the Singapore-Yangon-Mandalay route. We strengthened government-to-government links by signing an MOU on the Vietnam-Singapore Cooperation Centre with Vietnam and an MOU to establish bilateral consultations with Cambodia. We reaffirmed ties of friendship and maintained goodwill by assisting with the flood relief efforts in Attapeu Province, Laos, and sending aid to displaced populations in Marawi City, Philippines, and Rakhine State, Myanmar.</p>	
		<p>Our relations with the US, China, Japan, the ROK, and EU have also been strengthened.</p>	
		<p>We have continued to strengthen our links with the Donald Trump Administration. PM has had three telephone conversations with President Trump since 2017 (in April and August 2017, and May 2018), and had a meeting with President Trump on the side-lines of the G20 Hamburg Summit in July 2017. PM also made an Official Working Visit to Washington DC from 21 to 26 October 2017 at President Trump's invitation. We enjoyed a broad slate of high-level bilateral exchanges in 2018. Singapore hosted the US-DPRK Summit between President Trump and DPRK Chairman of the State Affairs Commission Kim Jong</p>	

Desired Outcome	Performance Indicator	Actual FY2017/ Revised FY2018	Estimated FY2019
		<p>Un. During President Trump's visit to Singapore, PM had separate meetings with President Trump and Chairman Kim. Singapore also welcomed visits by Vice President Michael Pence, Secretary of State Michael Pompeo, and Secretary of Defense James Mattis in 2018. During Vice President Pence's Official Visit in November 2018 in conjunction with the 6th ASEAN-US Summit and 13th East Asia Summit, we renewed the US-Singapore Collaboration Platform MOU, signed a Tax Information Exchange Agreement and a reciprocal Inter-Governmental Agreement, as well as signed a declaration of intent to jointly develop a Singapore-US Cybersecurity Technical Assistance Programme. During Secretary Pompeo's introductory visit from 3 to 4 August 2018, we renewed the Singapore-US Third Country Training Programme (TCTP) MOU for its third three-year cycle. We also welcomed visits by four bipartisan Congressional delegations in February, June and July 2018. There were also visits to the US by DPM Tharman; Minister (Foreign Affairs) Dr Vivian Balakrishnan; Minister (Defence) Dr Ng Eng Hen; and Minister (Health) Gan Kim Yong.</p>	
		<p>We have also deepened our relations with Canada. Prime Minister of Canada Justin Trudeau visited Singapore at the invitation of PM to attend the 33rd ASEAN Summit and Related Summits as Guest of the Chair in November 2018, during which he met with PM and called on President. During Prime Minister Trudeau's visit, we signed an agreement between Cyber Security Agency (CSA) and Global Affairs Canada (GAC) on cybersecurity cooperation, as well as an agreement between Infrastructure Asia and GAC on infrastructure and smart cities cooperation. In 2018, Singapore also welcomed visits by Minister of Foreign Affairs Chrystia Freeland, Minister of Defence Harjit Singh Sajjan, Minister of International Trade Diversification Jim Carr, and then-Minister of International Trade François-Philippe Champagne. In terms of representation in Singapore, the British Columbia provincial government also opened a Trade and Investment Office, while the Québec provincial government successfully applied to open a Representative Office.</p>	
		<p>In September 2018, DPM Teo co-chaired the 14th Joint Council for Bilateral Cooperation (JCBC) with PRC Politburo Standing Committee Member and Vice Premier Han Zheng. DPM Teo was accompanied by 16 political office holders. Seven MOUs were co-witnessed by DPM Teo and Vice Premier Han, and both sides agreed to include a new standalone pillar on "Cooperation in the Belt and Road Initiative" in the JCBC agenda. During Premier Li Keqiang's official visit to Singapore in November 2018, 11 MOUs were co-witnessed by PM and Premier Li. These included the conclusion of the upgrade protocol on the China-Singapore Free Trade Agreement (CSFTA), an MOU on the CCI-New International Land-Sea Trade Corridor and the Framework Agreement on the Elevation of the Guangzhou Knowledge City. In a Joint Statement issued in conjunction with this visit, both sides also agreed to explore closer cooperation in infrastructure connectivity, financial connectivity, third party collaboration, as well as in the new key area of legal and judicial cooperation. This is in line with our "All-Round Cooperative Partnership Progressing with the Times" with China, which was established in 2015. PRC Vice President Wang Qishan made an official visit to Singapore in November 2018.</p>	
		<p>We saw a steady stream of bilateral exchanges with Japan, including DPM Teo's visit to Japan for the Nikkei Conference, and Japan Foreign Minister Taro Kono's introductory visit in February 2018. PM met Japan PM Shinzo Abe on the side-lines of the ASEM Summit in October 2018 and also on the side-lines of the ASEAN Summit and Related Summits in November 2018.</p>	

Desired Outcome	Performance Indicator	Actual FY2017/ Revised FY2018	Estimated FY2019
		<p>Singapore maintains good relations with the ROK, having hosted the State Visit of President Moon Jae-in in July 2018, the introductory visit of Foreign Minister Kang Kyung-wha in March 2018, and a visit by the Speaker of the 20th National Assembly Chung Sye-kyun in March 2017. We continue to engage the Moon Jae-in Administration.</p>	
		<p>With the signing of the European Union-Singapore Free Trade Agreement (EUSFTA); European Union-Investment Protection Agreement (EUSIPA) and the European Union-Singapore Partnership and Cooperation Agreement (ESPCA) on 19 October 2018, ratification is now the key priority. To this end, we continue to engage relevant stakeholders, in particular members of the European Parliament. We continue to build on our relations with emerging markets such as Russia and Turkey. The Turkey-Singapore Free Trade Agreement (TRSFTA) entered into force on 1 October 2017. Good progress has been made on the Eurasian Economic Union (EAEU)-Singapore FTA discussions. Following the completion of the Joint Feasibility Study for the FTA, FTA negotiations were launched in August 2017. After the UK's decision to leave the EU, Singapore has announced its interest to negotiate an FTA with the UK when the latter is ready.</p>	
		<p>Good progress has been made on the EAEU-Singapore FTA discussions. Five rounds of negotiations were held since August 2017.</p>	
		<p>The ninth session of the High-Level Russia-Singapore Inter-Governmental Commission was held in September 2018, which welcomed expanding new collaborations in innovation, and transport and logistics, among others.</p>	
		<p>Following the State Visit by then-French President François Hollande to Singapore in March 2017, both countries declared 2018 as the Singapore-France Year of Innovation (YOI), which has helped strengthen our innovation cooperation. PM made an official visit to France in July 2018 as Guest-of-Honour at the French National Day (Bastille Day) Military Parade, at the invitation of French President Emmanuel Macron.</p>	
		<p>With Australia, there continues to be good momentum in the implementation of the Singapore-Australia Comprehensive Strategic Partnership (CSP) 10-year Roadmap, which includes initiatives to achieve new levels of integration and cooperation, particularly in the economic, defence, security, science and innovation, and people-to-people fields. The 2nd and 3rd Leaders' Summit took place in June 2017 and March 2018 respectively. We are also working to upgrade the bilateral relationship with New Zealand through the Singapore-New Zealand Enhanced Partnership, which will deepen cooperation across the defence, economic, science and innovation, and people-to-people sectors.</p>	
		<p>We have deepened our engagement of South Asia, the Middle East, Africa, Latin America and the Pacific Island States (PIS)/Timor-Leste.</p>	
		<p>We continued to deepen relations with India, with the official visit of Indian PM Narendra Modi to Singapore in June 2018, where we signed agreements in defence, economic cooperation and FinTech. Apart from our engagements with the centre, we continued to work with selected state governments. We are working with the government of Andhra Pradesh in the development of its new capital city, Amaravati. We have also established the Maharashtra-Singapore Joint Committee in May 2018, which is overseeing development of the Pune Metropolitan Region. We continued to explore opportunities for economic cooperation with South Asian countries. A</p>	

Desired Outcome	Performance Indicator	Actual FY2017/ Revised FY2018	Estimated FY2019
		<p>delegation from the Singapore Business Federation visited Bangladesh in July 2018.</p>	
		<p>Our political and economic engagement of other growing economies in Sub-Saharan Africa has expanded. In August 2018, we hosted the 3rd Sub-Saharan Africa High-Level Ministerial Exchange Visit, which was attended by Ministers from 12 Sub-Saharan African countries (Djibouti, Ethiopia, Gabon, Ghana, Kenya, Mozambique, Namibia, Nigeria, Rwanda, South Africa, Tanzania and Uganda).</p>	
		<p>Relations between Singapore and the Gulf Cooperation Council (GCC) countries remain strong. Qatar Emir Sheikh Tamim Al Thani visited Singapore on 17 Oct 2017, which was the third State Visit by Qatar. We continued to work with our economic agencies for the full implementation of the GCC-Singapore FTA. We continued to strengthen economic links and explored opportunities for our companies in the GCC, Egypt and Iran. We stepped up our engagement of Kazakhstan, and MFA and MTI successfully wrapped up Singapore's participation in EXPO 2017, which was held in Astana, in September. We hosted the Kazakh Prime Minister Bakytzhan Sagintayev for an official visit in November 2018. Relations with Oman, Jordan, Israel and Morocco were also stepped up with high-level visits in 2018.</p>	
		<p>There has been a significant upswing of our political engagement of key Latin American accounts, including the hosting of several high-level incoming visits. In July 2017, we hosted the Working Visit of Jamaican Prime Minister Andrew Holness. In May 2018, Brazilian Minister of Foreign Affairs Aloysio Nunes Ferreira made an Official Visit to Singapore in lieu of then-Brazilian President Michel Temer. In August 2018, Argentine Minister of Foreign Affairs and Worship Jorge Faurie made a working visit to Singapore. In October 2018, we hosted Panamanian Vice President and Minister of Foreign Affairs Isabel St Malo. In November 2018, Chilean President Sebastián Piñera visited Singapore to participate in the 33rd ASEAN Summit and Related Summit as a Guest of the Chair.</p>	
		<p>In terms of outgoing visits, Minister visited Argentina for the G20 Foreign Ministers' Meeting in May 2018. PM has also made a Working Visit in conjunction with the G20 Leaders' Summit in November 2018.</p>	
		<p>We have strengthened our bilateral cooperation with key Latin American accounts. Notable developments include the re-opening of the Argentine Embassy in Singapore in September 2017, the removal of Singapore from Brazil's tax blacklist in January 2018; the conclusion of a DTA between Singapore and Brazil; the formalisation of the expansion of air traffic rights under the Singapore-Argentina Air Services Agreement and Singapore-Panama Air Services Agreement in August 2018 and October 2018 respectively; Argentina's accession to the Treaty of Amity and Cooperation in Southeast Asia; the commencement of negotiations for a MERCOSUR-Singapore FTA in July 2018.</p>	
		<p>We have capitalised on private transits by PIS and Timor-Leste leaders in Singapore and international meetings to arrange for political interactions, and leveraged technical assistance through the Singapore Cooperation Programme to maintain warm relations.</p>	

Desired Outcome	Performance Indicator	Actual FY2017/ Revised FY2018	Estimated FY2019
Reinforcing international recognition of Singapore as an effective, constructive and reliable partner	2. Work with relevant agencies for strong and robust international and regional mechanisms e.g. ASEAN, ASEAN Plus Three, ASEAN Regional Forum (ARF), Asia Pacific Economic Cooperation (APEC), East Asia Summit (EAS) and Asia-Europe Meeting (ASEM)	<p>ASEAN remains a cornerstone of our foreign policy. We kept up the momentum of regional integration and made efforts to maintain ASEAN's relevance and position in the evolving regional architecture, and enhanced its relations with the major powers and external parties. In 2017, ASEAN commemorated its 50th anniversary, which was a timely opportunity for ASEAN to take stock of its accomplishments and challenges. ASEAN also commemorated the 40th Anniversary of ASEAN-EU and ASEAN-Canada relations, as well as the 25th anniversary of ASEAN-India relations. In 2018, Singapore took over the Chairmanship of ASEAN at an inflexion point. Against the rise of protectionism, the emergence of the digital revolution, and evolving transnational security threats, Singapore adopted the themes of 'Resilience' and 'Innovation'. At the 32nd ASEAN Summit, we established our flagship deliverable, the ASEAN Smart Cities Network (ASCN), which is a platform for ASEAN cities to share experiences and in tackling urbanisation through innovative technologies. We worked with other agencies on a series of deliverables to raise awareness of ASEAN amongst our youth and business community, strengthen our resilience against terrorism, cyber threats and climate change, and deepen regional economic integration. We also concluded our term as ASEAN-China Country Coordinator in 2018 with the milestone achievement of a Single Draft Negotiating Text for the Code of Conduct in the South China Sea (COC).</p> <p>We continue to play a constructive role in the ASEM process to ensure its continued relevance and sustainability. In October 2018, PM visited Brussels to attend the 12th ASEM Summit.</p> <p>During Papua New Guinea (PNG)'s 2018 APEC Chairmanship, we continued to push for closer regional economic integration and work with PNG and other economies to shape APEC's agenda and priorities beyond the Bogor Goals of free and open trade and investment in the Asia-Pacific region by 2020.</p>	<p>Overall, we have delivered a substantive and forward looking 2018 ASEAN Chairmanship, and met our key objectives. First, positioning Singapore as a regional thought leader on digital connectivity, smart cities and cybersecurity. Second, protecting our diplomatic and economic space at a time of growing insularity. Under Thailand's 2019 Chairmanship agenda of "Advancing Partnership for Sustainability", we will continue to bring new ideas and initiatives to ASEAN's table, and keep up the momentum of Singapore's 2018 deliverables including in our capacity as "shepherd" for the ASCN. MFA will continue to champion economic integration at ASEAN fora and push for the conclusion of the Regional Comprehensive Economic Partnership in 2019. As the Country Coordinator for ASEAN-EU Dialogue Relations, Singapore will focus on concluding existing initiatives such as the ASEAN-EU Comprehensive Air Transport Agreement, and restarting negotiations on the ASEAN-EU Free Trade Agreement.</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	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>Following the withdrawal of the US from the Trans-Pacific Partnership (TPP) agreement, Singapore worked actively with the TPP-11 parties to conclude and sign the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP) in March 2018. Singapore ratified the CPTPP in July 2018, helping to bring the agreement into force.</p> <p>Singapore hosted the US-DPRK Summit between US President Donald Trump and DPRK State Affairs Commission Chairman Kim Jong Un in June 2018, at the request of the two countries. Singapore will continue to work with the international community to support positive developments on the Korean Peninsula, including efforts towards the denuclearisation of the Korean Peninsula. Singapore is committed to implementing the United Nations Security Council Resolutions fully and faithfully.</p> <p>We have maintained Singapore's active engagement and positive agenda with the UN and key international organisations. 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". We will participate actively in negotiations over the modalities, procedures and guidelines (MPGs) for the Paris Agreement Work Programme, to be finalised by the 24th Conference of the Parties to the UNFCCC in December 2018.</p>	<p>Singapore will encourage CPTPP parties to ratify and implement the Agreement, and consider the accession of other interested economies to further strengthen the CPTPP.</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. Singapore's positive agenda at the UN is now heavily oriented towards the 2030 Agenda for Sustainable Development and its 17 Sustainable Development Goals (SDGs) to showcase our sustainable development approach and achievements. To profile our commitment to achieving the SDGs, Singapore will continue to maintain the positive momentum of our first Voluntary National Review of the SDGs at the 2018 UN High-Level Political Forum. We will follow up on the implementation of our commitments under the Paris Agreement once the modalities, procedures and guidelines (MPGs) are finalised. We will also continue to participate actively in other climate change fora outside the UNFCCC in order to defend our interests. We will work with the UNDP Global Centre for Technology, Innovation and Sustainable Development (GC-TISD) to leverage Singapore's experience in areas such as governance, water, smart cities and sustainable solutions to help fellow developing countries achieve the SDGs. Building on Singapore's chairmanship of the Sixth (Legal) Committee during the 72nd UNGA, we will continue to profile our constructive role on legal issues at the UN including in the areas of international trade law and the law of the sea. We will continue to underscore Singapore's commitment to upholding international rule of law and a rules-based multilateral order. We will also continue to play an active and constructive role at the IAEA, consistent with Singapore's interests in nuclear safety, security and</p>

Desired Outcome	Performance Indicator	Actual FY2017/ Revised FY2018	Estimated FY2019
		<p>We participated in the International Atomic Energy Agency (IAEA) and in international nuclear safety and security related meetings, and played an active and constructive role during our tenure on the IAEA Board of Governors.</p>	<p>safeguards. We will ensure compliance with our international commitments and obligations. We will work with other agencies to support Singapore's candidatures to the international organisations, including: (i) Singapore's nomination of "Hawker Culture in Singapore" to the UN Educational, Scientific and Cultural Organisation (UNESCO) Intangible Cultural Heritage Representative List; (ii) Singapore's re-election under Category 'C' of the IMO Council elections at the 31st Regular Session of the IMO Assembly in November 2019; and (iii) Singapore's re-election under Part II of the ICAO Council elections at the 40th Session of the ICAO Assembly in October 2019. We will also lobby for states' attendance at the signing ceremony for the UN Convention on International Settlement Agreements Resulting from Mediation (or "Singapore Convention") in Singapore.</p>
		<p>We assisted in lobbying for Singapore's re-election under Category 'C' of the International Maritime Organisation (IMO) Council elections at the 30th Session of the IMO Assembly in December 2017. We also lobbied for Singapore's re-election to the UN Commission on International Trade Law (UNCITRAL) for the term 2019 – 2025, at elections in December 2018, and for Singapore to host the signing ceremony for the UN Convention on International Settlement Agreements Resulting from Mediation (or "Singapore Convention").</p>	
		<p>We continued to play an active role on oceans issues. We co-facilitated the outcome document "Call for Action" of the UN High Level Conference to Support the Implementation of Sustainable Development Goal 14 ("Ocean Conference") held in June 2017. We assumed the coordinatorship of the omnibus resolution on Oceans and the Law of the Sea at the 73rd UNGA, as well as the presidency of the Intergovernmental Conference on Marine Biodiversity of Areas Beyond National Jurisdiction. Singapore chaired the Sixth Committee of the 72nd UNGA from September 2017 to October 2018.</p>	<p>We 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 Technical Commission. This includes constructive participation in the 25th ISA Annual Session in Kingston, Jamaica in March and July 2019.</p>
		<p>We continued to be actively engaged in international fora such as the International Civil Aviation Organisation (ICAO) and International Maritime Organisation (IMO) as well as in groups such as the Group of 77/China, the Non-Aligned Movement and the Alliance of Small Island States. We maintained our engagement of fellow Commonwealth States and the Commonwealth process through our participation in various Commonwealth meetings including the Commonwealth Heads of Government Meeting in April 2018.</p>	<p>We will continue to engage and collaborate with the World Intellectual Property Organisation (WIPO) through membership of WIPO's key committees such as the Programme and Budget Committee (PBC) and Coordination Committee (CoCo), as well as through the WIPO Singapore Office to build our reputation as a regional hub for intellectual property issues.</p>
		<p>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 and have shared our development successes at the UN. We raised awareness of major urban challenges such as water and sanitation issues through events like World Toilet Day. As co-chair of the Inter-Ministry Committee on the Sustainable Development Goals (IMC-SDGs), we worked with MEWR and over 31 agencies to monitor Singapore's progress towards the SDGs. To profile our commitment to achieving the SDGs, Singapore participated in a Voluntary National Review at the 2018 UN High-Level Political Forum on sustainable development. Singapore's first Voluntary National Review Report was uploaded onto the UN Department of Economic and Social Affairs (DESA) repository. Singapore partners other countries and key UN development agencies including the UN Development Programme (UNDP) and UN-Habitat, to provide technical assistance and capacity building to developing countries in the areas of leadership and governance, sustainable cities, and water and sanitation solutions. To this end, Singapore has repositioned the UNDP Global Centre in Singapore as the Global Centre for Technology, Innovation and Sustainable Development (GC-TISD). As the Chair of the Inter-Ministry Committee (IMC) on Human Rights, MFA worked closely with the relevant agencies on Singapore's social policies and approach to protecting the human rights of our citizens. 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 resolutions pertaining to the proliferation of weapons of mass destruction.</p>	<p>We will maintain our constructive and active participation in the WTO, especially in discussions on reforms to improve the WTO. We will continue to uphold the rules-based multilateral trading system and play the bridging role between developed and developing members.</p>
			<p>Although Singapore is not a member of the G20, we will continue to contribute constructively to the G20 process under the 2019 Japanese G20 Presidency.</p>
			<p>We will continue our active engagement of the Arctic Council (AC) as an observer so as to monitor the impact and opportunities arising from a warming Arctic for Singapore.</p>
			<p>We will continue to participate in the IORA to protect our interests as a maritime and trading nation.</p>

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		<p>To advance our interests in deep seabed mining, we participated in the 23rd and 24th International Seabed Authority (ISA) Annual Sessions in Kingston, Jamaica respectively in August 2017, and in March and July 2018. During the 24th ISA Annual Session, Singapore was re-elected to Group E of the ISA Council for a four-year term (2019 to 2022).</p>	
		<p>We continue to engage and collaborate with the World Intellectual Property Organisation (WIPO) through membership of WIPO's key committees such as the Programme and Budget Committee (PBC) and Coordination Committee (CoCo), as well as through the WIPO Singapore Office to build our reputation as a regional hub for intellectual property issues.</p>	
		<p>At the World Trade Organisation (WTO), we continue to play an active and important role in upholding 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 and discussions on WTO reform. Singapore participated in the 11th WTO Ministerial Conference in Buenos Aires, Argentina in December 2017. Singapore also participated in the Ottawa Ministerial on WTO Reform led by Canada to discuss ways to strengthen and modernise the WTO. We were also invited to participate in a small group meeting convened by the EU to discuss its proposed amendments to the Dispute Settlement Understanding. We will continue to work to entrench Singapore as a key middle-ground player, as well as demonstrate thought leadership on issues of importance to us, such as e-commerce. We will also monitor developments in the Dispute Settlement Body as a third party observer in cases where we have an interest.</p>	
		<p>As an invited guest country during the 2018 Argentine G20 Presidency, we participated actively in the G20 process, leading to the Buenos Aires Summit from 30 November – 1 December 2018.</p>	
		<p>Singapore has participated actively in the Arctic Council (AC)'s work, and in both AC and other Arctic-related forums. 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. We have also increased our engagement with the AC member states and Arctic indigenous peoples through bilateral visits and exchanges. Minister of State (Foreign Affairs) (Social and Family Development) Sam Tan attended the Arctic Frontiers Conference in Norway (January 2018); World Reindeer Herders' Day in Russia (March 2018); 13th Conference of the Parliamentarians of the Arctic Region (CPAR) in Finland (September 2018); 6th Arctic Circle Assembly (ACA) in Iceland (October 2018); and the 2nd Arctic Science Ministerial in Berlin (October 2018). Together with the AC Sustainable Development Working Group (SDWG)'s Arctic Renewable Energy Atlas project, Singapore co-hosted a sustainable energy workshop in August 2018 for participants from AC member states and the Southeast Asia. Since mid-2018, we have hosted a coordinator from the Conservation of Arctic Flora and Fauna (CAFF) Working Group at Sungei Buloh Wetland Reserve.</p>	
		<p>Singapore has continued to play a constructive role in the IORA and conducted two customised capacity building courses for IORA officials in Port Management and Tourism Management. We have also participated actively in the Asia Cooperation Dialogue (ACD), a Thai initiative formed in 2002. Coordinating Minister for Infrastructure and Minister for Transport Khaw Boon Wan attended the 2nd ACD Summit in Bangkok in October 2016 as PM's Special Envoy.</p>	

Desired Outcome	Performance Indicator	Actual FY2017/ Revised FY2018	Estimated FY2019
4. Develop goodwill towards Singapore by sharing our developmental experience with partners through our technical assistance programme	<p>To date, more than 123,000 foreign officials from over 170 countries have participated in the Singapore Cooperation Programme (SCP).</p> <p>The SCP continually evolves to address emerging developmental needs and challenges around the world. In 2017, we introduced a new theme on Nation Building as well as new areas on conservation and Industrial Revolution 4.0. These themes will profile and share Singapore's expertise and experiences in these issues, while broadening the SCP's range of capacity building programmes.</p> <p>We have re-oriented the SCP to showcase Singapore's support for the UN's Sustainable Development Goals (SDGs) and the efforts of developing countries to achieve them. We started a joint training programme with the UN Office on Drugs and Crime in 2017 in support of the SDGs. As part of our UN Sustainable Development Package, we have completed the second run of the annual Singapore-UN Habitat International Leaders in Urban Governance Programme (iLUGP) and SIN-UNICEF workshop on Water, Sanitation & Hygiene (WASH). We also collaborated with the Singapore-based UNDP Global Centre for Public Service Excellence (GCPSE) to conduct four courses to promote the strengthening of public institutions and good governance. These collaborations were featured in Singapore's Voluntary National Review of our implementation of the SDGs in 2018.</p> <p>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 typically deliver over a hundred courses a year under the Initiative for ASEAN Integration (IAI). As the next phase of Singapore's contribution to the IAI work plan, we are reconfiguring all our IAI Centres into integrated development platforms called the Singapore Cooperation Centres (SCCs). The SCCs would offer additional capacity building tools beyond training courses to help narrow the intra-regional development gap. The SCCs would also help coordinate development and technical assistance from various Singapore agencies, NGOs and International Organisations. PM announced the upgrade of the SCCs during the 51st ASEAN Ministerial Meeting in July 2018.</p> <p>We run customised courses in response to requests for development assistance. For example, we welcomed delegations from Afghanistan, Bahrain, Cambodia, Indonesia, Palestinian National Authority, South Africa, Ukraine and Vietnam. We have also signed MOUs with Argentina and Israel to run joint programmes. The first courses with these two new partners took place in FY2017. In August 2018, we renewed the Singapore-US TCTP MOU for a third three-year cycle during Secretary of State Mike Pompeo's introductory visit to Singapore. This aimed to provide joint development assistance to the Southeast Asian region.</p> <p>We ran a series of leadership and executive education programmes in FY2017 which provided an avenue to strengthen links with foreign political office holders and senior officials. We will continue to profile the SCP in the media to support our larger foreign policy objectives. In 2017, SCP celebrated its Silver Jubilee year, while the Japan Singapore Partnership Programme for the 21st Century (JSPP21) celebrated its 20th anniversary and was featured in the media. The JSPP21 is the SCP's longest running TCTP. The SCCs in Cambodia and Vietnam have also been featured in print and online media.</p>	<p>The SCP will continue to evolve its suite of capacity building programmes to advance Singapore's regional diplomacy and active contribution in the global community.</p> <p>With an enhanced focus on the Sustainable Development Goals (SDGs) under the UN 2030 Agenda, the SCP will strive to support key SDGs through innovative partnerships with International Organisations and local NGOs. In FY2019, we will continue to roll out programmes that showcase Singapore as an innovative and resilient nation but with added emphasis on smart cities development, connectivity and climate action. We will launch new SCP programmes to promote future-readiness in the digital economy and a special climate action technical assistance package.</p> <p>We anticipate new projects to be launched at the Singapore Cooperation Centres (SCCs) in Cambodia, Laos, Vietnam and Myanmar to further support the Initiative for ASEAN Integration.</p> <p>We intend to renew our TCTP with Japan, the JSPP21, which will refresh the TCTP to meet the evolving challenges across Southeast Asia and the Pacific.</p>	

Desired Outcome	Performance Indicator	Actual FY2017/ Revised FY2018	Estimated FY2019
Prompt and effective consular services for Singaporeans	5. Timely and effective consular services for Singaporeans – less than 5% negative feedback on consular cases	<p>MFA's consular work has increased in volume and complexity as more Singaporeans travel and work abroad. In 2017, Singaporeans made about 7.9 million overseas trips plus over 16 million overland trips to Malaysia. More than 200,000 Singaporeans reside overseas. The MFA Consular Service Counter endorsed over 87,000 documents, serving more than 33,000 customers.</p> <p>MFA has maintained a high-level of service and operational readiness. Our officers – both in HQ and our Overseas Missions – are rostered 24 hours a day so that distressed Singaporeans overseas can get in touch with MFA and vice versa. For example, we co-ordinated with the Malaysian authorities on search-and-rescue efforts to locate two Singaporean hikers who went missing at Mount Pulai in Malaysia in February 2018, and worked with the Nepali authorities to assist two groups of 24 pilgrims from Singapore stranded in Simikot, Nepal as the domestic flights were not operational due to inclement weather. We assisted in several traffic accidents overseas (e.g., Arizona, Perth, Wellington and Christchurch) where we deployed officers on the ground to assist the Singaporeans concerned and next-of-kin. We also deployed Crisis Response Teams (CRTs) to assist stranded Singaporeans in Bali in November/December 2017 and Lombok in August 2018 following a volcanic eruption and earthquake respectively.</p> <p>MFA has continued to embrace best practices, new technologies and other innovative solutions to deliver timely and efficient consular assistance. As part of our outreach efforts, we have launched the "Be Informed & Be Safe" initiative to provide safe travel information through various platforms like the new MFA website and physical collateral. We now offer country-specific travel information pages on the new MFA website, giving travelling Singaporeans easy access to useful information. The country pages will be regularly updated based on significant incidents and developments that could impact Singaporean travellers. We are finalising new pages to expand our coverage to more countries. We are also collaborating with partners to improve user experience through existing services like the AskJamie@MFA virtual assistant on the MFA website.</p>	MFA will continue to provide prompt and effective consular services for Singaporeans by leveraging technology, expanding partnerships, and adopting consular best practices. As part of the WOG approach, MFA will continue to leverage the Smart Nation Initiative and work with agencies such as GovTech, PSD/SNDGG, ICA and MHA to transform and digitalise the delivery of consular and immigration-related services to the public.