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## MINISTRY OF FOREIGN AFFAIRS

### OVERVIEW

#### Mission Statement

To advance and safeguard the interests of Singapore and Singaporeans through effective diplomacy.

### FY2010 EXPENDITURE ESTIMATES

#### Expenditure Estimates by Object Class

| Code | Object Class                            | Actual<br>FY2008     | Estimated<br>FY2009  | Revised<br>FY2009    | Estimated<br>FY2010  | Change over FY2009   |               |
|------|-----------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|---------------|
|      | <b>TOTAL EXPENDITURE</b>                | <b>\$405,514,999</b> | <b>\$447,261,400</b> | <b>\$447,105,100</b> | <b>\$437,046,000</b> | <b>-\$10,059,100</b> | <b>-2.2%</b>  |
|      | Main Estimates                          |                      |                      |                      |                      |                      |               |
|      | <b>OPERATING EXPENDITURE</b>            | <b>\$344,243,474</b> | <b>\$367,261,400</b> | <b>\$367,105,100</b> | <b>\$392,296,000</b> | <b>\$25,190,900</b>  | <b>6.9%</b>   |
|      | <i>RUNNING COSTS</i>                    | <i>\$252,631,879</i> | <i>\$276,979,400</i> | <i>\$272,016,100</i> | <i>\$290,491,800</i> | <i>\$18,475,700</i>  | <i>6.8%</i>   |
|      | <b>Expenditure on Manpower</b>          | <b>\$129,641,508</b> | <b>\$150,850,000</b> | <b>\$145,189,200</b> | <b>\$158,753,000</b> | <b>\$13,563,800</b>  | <b>9.3%</b>   |
| 1200 | Political Appointments                  | 2,762,427            | 3,025,900            | 2,885,100            | 3,433,000            | 547,900              | 19.0          |
| 1500 | Permanent Staff                         | 111,229,321          | 131,230,600          | 123,047,800          | 134,828,100          | 11,780,300           | 9.6           |
| 1600 | Temporary, Daily-Rated & Other Manpower | 15,649,761           | 16,593,500           | 19,256,300           | 20,491,900           | 1,235,600            | 6.4           |
|      | <b>Other Operating Expenditure</b>      | <b>\$122,990,370</b> | <b>\$126,129,400</b> | <b>\$126,826,900</b> | <b>\$131,738,800</b> | <b>\$4,911,900</b>   | <b>3.9%</b>   |
| 2100 | Supplies & Services                     | 80,174,455           | 83,378,500           | 83,262,800           | 83,484,900           | 222,100              | 0.3           |
| 2300 | Manpower Development                    | 7,956,236            | 10,893,600           | 10,968,000           | 12,207,300           | 1,239,300            | 11.3          |
| 2400 | Public Relations & Exercises            | 26,132,028           | 24,966,300           | 25,136,700           | 26,728,300           | 1,591,600            | 6.3           |
| 2700 | Equipment                               | 5,810,265            | 4,456,400            | 5,008,200            | 7,000,200            | 1,992,000            | 39.8          |
| 2800 | Financial Claims & Legal Expenses       | 2,917,387            | 2,434,600            | 2,451,200            | 2,318,100            | -133,100             | -5.4          |
|      | <i>TRANSFERS</i>                        | <i>\$91,611,595</i>  | <i>\$90,282,000</i>  | <i>\$95,089,000</i>  | <i>\$101,804,200</i> | <i>\$6,715,200</i>   | <i>7.1%</i>   |
| 3600 | Subventions                             | 91,611,595           | 90,282,000           | 95,089,000           | 101,804,200          | 6,715,200            | 7.1           |
|      | Development Estimates                   |                      |                      |                      |                      |                      |               |
|      | <b>DEVELOPMENT EXPENDITURE</b>          | <b>\$61,271,525</b>  | <b>\$80,000,000</b>  | <b>\$80,000,000</b>  | <b>\$44,750,000</b>  | <b>-\$35,250,000</b> | <b>-44.1%</b> |
| 5100 | Direct Development                      | 61,271,525           | 80,000,000           | 80,000,000           | 44,750,000           | -35,250,000          | -44.1         |

**Establishment List**

| Category/Personnel                                           | Actual<br>FY2008 | Estimated<br>FY2009 | Revised<br>FY2009 | Estimated<br>FY2010 |
|--------------------------------------------------------------|------------------|---------------------|-------------------|---------------------|
| <b>POLITICAL APPOINTMENTS</b>                                | <b>4</b>         | <b>4</b>            | <b>4</b>          | <b>4</b>            |
| Minister                                                     | 2                | 2                   | 2                 | 2                   |
| Minister of State                                            | 2                | 2                   | 2                 | 2                   |
| <b>PERMANENT STAFF</b>                                       | <b>784</b>       | <b>879</b>          | <b>902</b>        | <b>926</b>          |
| Accounting Profession (2008)                                 | 2                | 0                   | 1                 | 2                   |
| Administrative                                               | 8                | 6                   | 6                 | 6                   |
| Administrative (Foreign Service)                             | 5                | 3                   | 3                 | 3                   |
| Corporate Support                                            | 186              | 177                 | 182               | 177                 |
| Driving                                                      | 3                | 1                   | 0                 | 0                   |
| Education Service (2008)                                     | 2                | 0                   | 0                 | 0                   |
| Foreign Service Administration Specialist Scheme             | 78               | 127                 | 120               | 137                 |
| Foreign Service (2002)                                       | 394              | 515                 | 511               | 502                 |
| Home Affairs Services - ICA Senior Scheme                    | 7                | 0                   | 0                 | 7                   |
| Home Affairs Services - ICA Specialist Scheme                | 0                | 0                   | 0                 | 9                   |
| Language Executive Scheme (2008)                             | 0                | 1                   | 1                 | 1                   |
| Management Executive Scheme (2008)                           | 1                | 0                   | 0                 | 0                   |
| Management Support Scheme (Language Officer)                 | 0                | 2                   | 2                 | 2                   |
| Operations Support                                           | 25               | 16                  | 17                | 17                  |
| Shorthand Writers                                            | 61               | 31                  | 59                | 63                  |
| Immigration & Checkpoints Specialist                         | 8                | 0                   | 0                 | 0                   |
| Information Service (2002)                                   | 2                | 0                   | 0                 | 0                   |
| Management Executive (Community Development, Youth & Sports) | 1                | 0                   | 0                 | 0                   |
| Management Support                                           | 1                | 0                   | 0                 | 0                   |
| <b>TEMPORARY, DAILY-RATED AND OTHER MANPOWER</b>             | <b>390</b>       | <b>432</b>          | <b>429</b>        | <b>440</b>          |
| Locally Recruited Staff                                      | 390              | 432                 | 429               | 440                 |
| <b>TOTAL</b>                                                 | <b>1,178</b>     | <b>1,315</b>        | <b>1,335</b>      | <b>1,370</b>        |

## **FY2009 BUDGET**

The revised FY2009 expenditure of the Ministry of Foreign Affairs (MFA) is \$447.11 million. This is an increase of \$41.59 million or 10.3% over the actual FY2008 expenditure of \$405.51 million.

### ***Operating Expenditure***

The revised FY2009 operating expenditure is \$367.11 million, an increase of \$22.86 million or 6.6% over the actual FY2008 expenditure of \$344.24 million. The increase is mainly due to the advancing of manpower hiring plans and the increase in training provided under the Singapore Cooperation Programme and contributions for humanitarian aid.

### ***Development Expenditure***

The revised FY2009 development expenditure of \$80 million for on-going development projects is \$18.73 million or 30.6% higher than the actual FY2008 expenditure of \$61.27 million. The increase in cash requirements in FY2009 is mainly due to the milestone payments for several on-going projects initiated in FY2008.

## **FY2010 BUDGET**

The FY2010 total expenditure of MFA is projected to be \$437.05 million, a decrease of \$10.06 million or 2.2% over the revised FY2009 expenditure. Of this, \$392.30 million or 89.8% is for operating expenditure and \$44.75 million or 10.2% is for development expenditure.

### ***Operating Expenditure***

Operating expenditure for FY2010 is projected to be \$392.30 million, which is an increase of \$25.19 million or 6.9% over the revised FY2009 expenditure. Of this, \$290.49 million or 74.0% is for running costs and \$101.80 million or 26.0% is for transfers.

#### ***Running Costs***

The budgeted running costs of \$290.49 million is an increase of \$18.48 million or 6.8% over the revised FY2009 figure. The increase is mainly attributed to higher expenditure on manpower arising from increased staffing.

#### ***Transfers***

Expenditure on transfers, amounting to \$101.80 million in FY2010, is an increase of \$6.72 million or 7.1% over the revised FY2009 expenditure. The increase is mainly due to the higher assessed contributions to the UN Regular Budget and Peacekeeping Operations.

### ***Development Expenditure***

Development expenditure for FY2010 is projected to be \$44.75 million, a decrease of \$35.25 million or 44.1% over the revised FY2009 expenditure. The decrease is mainly due to completion of a few development projects in FY2009.

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***Development Expenditure by Project***

| Project Title                    | Total<br>Project Cost | Actual<br>Expenditure up to<br>end of<br>FY2007 | Actual<br>FY2008    | Estimated<br>FY2009 | Revised<br>FY2009   | Estimated<br>FY2010 |
|----------------------------------|-----------------------|-------------------------------------------------|---------------------|---------------------|---------------------|---------------------|
| <b>DEVELOPMENT EXPENDITURE</b>   | ...                   | ...                                             | <b>\$61,271,525</b> | <b>\$80,000,000</b> | <b>\$80,000,000</b> | <b>\$44,750,000</b> |
| <i>DIRECT DEVELOPMENT</i>        | ...                   | ...                                             | <i>61,271,525</i>   | <i>80,000,000</i>   | <i>80,000,000</i>   | <i>44,750,000</i>   |
| <b>Foreign Affairs Programme</b> |                       |                                                 |                     |                     |                     |                     |
| Minor Development Projects       | ...                   | ...                                             | 5,596,845           | 7,500,000           | 7,500,000           | 10,000,000          |
| Overseas Properties Purchase     | ...                   | ...                                             | 55,674,680          | 72,500,000          | 72,500,000          | 34,750,000          |

## KEY PERFORMANCE INDICATORS

### Desired Outcomes

- Advancement of Singapore's national interests through friendly relations and close cooperation with the regional and international community
- International recognition of Singapore as credible, principled and constructive
- Prompt and effective consular services for Singaporeans

### Key Performance Indicators

| Desired Outcome                                                                                                                              | Performance Indicator                                                                                                               | Actual FY2008                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Revised FY2009/<br>Estimated FY2010                                                                                                                                                                                                                      |
|----------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Advancement of Singapore's national interests through friendly relations and close cooperation with the regional and international community | 1. Stable relations with neighbours, ASEAN countries and key countries, e.g. US, China, India, Japan, EU, Australia and New Zealand | <p>Singapore continued to strengthen bilateral relations with key neighbours and major countries. There were altogether 106 visits at Ministerial level and above, including President's first state visit to New Zealand and PM's visit to China. There were also 25 outgoing visits by Non-Resident Ambassadors (NRAs).</p> <p>Singapore established the Joint Technical Committee with Malaysia to implement the International Court of Justice (ICJ) judgment on Pedra Branca.</p> <p>Singapore signed an agreement delimiting the maritime boundary with Indonesia in the western part of the Strait of Singapore.</p> <p>Singapore continued to pursue and sustain economic cooperation with Indonesia through bilateral initiatives such as the Joint Steering Committee (JSC) for the Batam, Bintan, Karimun Special Economic Zones (BBK SEZs).</p> <p>Singapore resumed the Civil Service Exchange Programme (CSEP) with Thailand.</p> <p>MFA worked with Rajaratnam School of International Studies (RSIS) and the Centre for a New American Security to organise the inaugural US-Singapore Strategic Dialogue.</p> <p>MFA worked with MTI to conclude the ASEAN-Australia-New Zealand FTA and the China-Singapore FTA.</p> <p>Singapore signed a Cultural Cooperation Agreement with France and an MOU on Political Cooperation with Italy.</p> | <p>MFA will continue to strengthen bilateral exchanges with neighbouring and key regional countries and develop new areas of co-operation.</p> <p>MFA will continue to support MTI in expanding economic linkages through FTAs and other agreements.</p> |
|                                                                                                                                              | 2. Continuing engagement with emerging markets, including India, Middle East, Central Europe, Latin America and South Africa        | <p>Singapore continued to deepen its engagement with emerging markets. There were 61 visits at Ministerial level and above, including President's first state visit to the Gulf (Kuwait, Oman, Qatar and the United Arab Emirates), PM's first official visit to Latin America (Peru, Brazil and Chile) and visits by SM Goh and MM Lee to Russia. There were also 35 NRA visits.</p> <p>Singapore signed an MOU with Chile on Educational Exchange.</p> <p>Singapore signed MOUs with Brazil on cooperation in science and technology, and the establishment of a joint committee to promote trade and investment. Singapore also signed a new Air Services Agreement with Brazil.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <p>MFA will refine and enhance our engagement with emerging markets.</p>                                                                                                                                                                                 |

*Key Performance Indicators – continued*

| Desired Outcome                                                                 | Performance Indicator                                                                                                        | Actual FY2008                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Revised FY2009/<br>Estimated FY2010                                                                                                                                                                                                                                                                                                                                                                          |
|---------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                 | 2. Continuing engagement with emerging markets, including India, Middle East, Central Europe, Latin America and South Africa | MFA worked with MINDEF to secure a Bilateral Agreement and Related Protocols for Joint Army Training and Exercises with India. The inaugural India-Singapore Joint Ministerial Committee (chaired by the Foreign Ministers) was launched in April 2008.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                              |
|                                                                                 | 3. Robust international and regional mechanisms, e.g., ASEAN, ARF, APEC, EAS and ASEM                                        | <p>Singapore facilitated the East Asian Summit (EAS) process by promoting co-operation in areas such as environment, energy, disaster relief and pandemic prevention.</p> <p>MFA worked with MND on the EAS Livable Cities Conference in Singapore in June 2008.</p> <p>Following Cyclone Nargis, Singapore convened an emergency Foreign Ministers' Meeting and facilitated the formation of the ASEAN Humanitarian Task Force and Tripartite Core Group to oversee the flow of international assistance to Myanmar.</p> <p>Singapore took the lead in appointing a Permanent Representative to ASEAN.</p> <p>Singapore completed a comprehensive review of the ARF and issued the ARF Review Paper, which was adopted at the 15th ARF Ministerial Meeting.</p> <p>MFA worked closely with MTI at the Lima APEC Economic Leaders' Meeting to secure broad support for our proposed themes for Singapore's APEC Chairmanship in 2009.</p> | <p>MFA will seek to create more political and economic space for Singapore and identify new areas of cooperation to raise the profile of Singapore.</p> <p>MFA will continue to be committed to the implementation of the ASEAN Charter and the ASEAN Economic Community Blueprint to strengthen regional economic integration while ensuring that the regional architecture remains open and inclusive.</p> |
|                                                                                 | 4. Address emerging global concerns through effective bilateral and international cooperation                                | <p>MFA helped to secure support for Singapore's chairmanship of APEC 2009 and the commitment of APEC Leaders to resist protectionist measures amid the global economic downturn.</p> <p>MFA worked with MTI to position the expanded Trans-Pacific Strategic Economic Partnership (TPP) as a possible building block to a Free Trade Area of the Asia Pacific (FTAAP) and encouraged Vietnam to come on board the TPP.</p> <p>Singapore participated in substantive discussions at Asia-Europe Meeting (ASEM) Senior Officials Meetings (SOMs) and at the ASEM VII Summit.</p>                                                                                                                                                                                                                                                                                                                                                            | MFA will continue to profile Singapore as a worthy and constructive partner by participating actively in international organisations and meetings.                                                                                                                                                                                                                                                           |
| International recognition of Singapore as credible, principled and constructive | 5. Advance constructive and principled positions at the UN and key international fora                                        | <p>MFA supported Singapore's successful bids for key posts such as the Universal Postal Union's Postal Operations Council and the Presidency of the INTERPOL Executive Committee.</p> <p>Singapore played an active role in the UN and related inter-governmental processes such as the United Nations Framework Convention on Climate Change (UNFCCC) Meetings to negotiate a post-2012 framework.</p> <p>Singapore strengthened its compliance with non-proliferation regimes and the international counter-terrorism framework through the expansion of our strategic goods controls list and the passing of the Internationally Protected Persons Bill by Parliament.</p> <p>Singapore deepened engagement with the World Bank through the conclusion of the World Bank-Singapore MOU which showcased the establishment of the World Bank-Singapore Urban Hub.</p>                                                                    | MFA will continue to participate actively in international fora, engage key International Organisations (IOs), sign on to key international treaties and support Singapore's candidatures to advance Singapore's interests and enhance our global relevance and standing.                                                                                                                                    |

*Key Performance Indicators – continued*

| Desired Outcome                                         | Performance Indicator                                                                                                                                                 | Actual FY2008                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Revised FY2009/<br>Estimated FY2010                                                                                                                                                                                                                                                                                                                                                                   |
|---------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                         | 5. Advance constructive and principled positions at the UN and key international fora                                                                                 | <p>Singapore deepened engagement with the World Intellectual Property Organisation (WIPO) through an agreement to expand the WIPO Singapore Office and to set up a WIPO Arbitration and Mediation Centre in Singapore.</p> <p>Singapore worked with the International Committee of the Red Cross (ICRC) to organise a regional seminar on Humanitarian Assistance and Disaster Relief.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                       |
|                                                         | 6. Contribute responsibly to international development efforts through our programmes of technical assistance and enhance Singapore's international image and profile | <p>Singapore trained 6700 foreign officials from 147 countries through the Singapore Cooperation Programme (SCP). Under the SCP, MFA organised 14 study visits and 192 courses for high-level officials in Singapore. MFA also conducted another 118 courses in our Initiative for ASEAN Integration (IAI) centres and 14 consultancy projects overseas.</p> <p>95.3% of survey participants gave positive feedback on the SCP course they attended.</p> <p>Singapore continued to organise key engagement programmes such as the Middle East Eminent Persons Programme, the Middle East Journalist Visitor's Programme and the Distinguished Visitor's Programme (DVP) and initiated the Vietnam Distinguished Visitor's Programme (VDVP).</p> <p>MFA hosted a Permanent Secretaries Programme under the Singapore-Commonwealth Third Country Training Programme (TCTP) for 21 Permanent Secretaries from Commonwealth countries.</p> <p>MFA partnered the Singapore Red Cross in upgrading and refurbishing three schools in the Southern Province of Sri Lanka which had been severely affected by the tsunami in December 2004.</p> | MFA will conduct relevant training programmes and technical assistance.                                                                                                                                                                                                                                                                                                                               |
| Prompt and effective consular services for Singaporeans | 7. Better consular services                                                                                                                                           | <p>MFA provided timely and accurate consular information and services to Singaporeans abroad through Singapore's 44 Overseas Missions and 29 Honorary Consuls-General.</p> <p>112,724 entries were logged in the e-register of Singaporeans travelling abroad.</p> <p>Electronic visa processing facilities were extended to Kuala Lumpur, Abu Dhabi, Amman, Beirut, Colombo, Lagos and Manila.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | MFA will maintain our overseas network of Honorary Consuls-General, Consulates and friends of Singapore and continue to improve access to consular information and services. We will also continue to work closely with the Overseas Singaporean Unit (OSU) to reach out to overseas Singaporeans and support the Elections Department in carrying out overseas voting in the next general elections. |
|                                                         | 8. Timely and effective consular case management                                                                                                                      | <p>MFA provided immediate assistance to Singaporeans in distress overseas in 5,100 consular cases, with less than 5% negative feedback. These included several crisis situations such as the Sichuan earthquake and the Mumbai terror attack.</p> <p>A significant enhancement in MFA's efforts to assist overseas Singaporeans in distress was achieved with the agreement among ASEAN countries to allow an ASEAN national to seek assistance in a crisis situation from the Mission of another ASEAN country should his own country not have a Mission there.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | MFA will continue to respond to requests for consular assistance within one working day and aim for less than 5% negative feedback on consular cases.                                                                                                                                                                                                                                                 |