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MINISTRY OF FOREIGN AFFAIRS

OVERVIEW

Mission Statement

MFA is committed to:

- Contributing to the formulation and implementation of Singapore's foreign policy to advance our national interests
- Making friends and being a responsible and constructive member of the international community, including sharing Singapore's developmental experience with other countries
- Providing efficient and responsive consular assistance to Singaporeans at home and abroad.

FY2011 EXPENDITURE ESTIMATES

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2009	Estimated FY2010	Revised FY2010	Estimated FY2011	Change over FY2010	
	TOTAL EXPENDITURE	\$413,337,907	\$437,046,000	\$402,654,200	\$406,995,800	\$4,341,600	1.1%
	Main Estimates						
	OPERATING EXPENDITURE	\$342,588,326	\$392,296,000	\$366,786,200	\$361,995,800	-\$4,790,400	-1.3%
	<i>RUNNING COSTS</i>	<i>\$242,327,689</i>	<i>\$290,491,800</i>	<i>\$280,066,900</i>	<i>\$278,072,200</i>	<i>-\$1,994,700</i>	<i>-0.7%</i>
	Expenditure on Manpower	\$123,309,558	\$158,753,000	\$153,934,100	\$152,727,000	-\$1,207,100	-0.8%
1200	Political Appointments	2,843,262	3,433,000	4,068,900	2,563,400	-1,505,500	-37.0
1500	Permanent Staff	106,372,836	134,828,100	131,033,700	133,149,600	2,115,900	1.6
1600	Temporary, Daily-Rated & Other Staff	14,093,460	20,491,900	18,831,500	17,014,000	-1,817,500	-9.7
	Other Operating Expenditure	\$119,018,131	\$131,738,800	\$126,132,800	\$125,345,200	-\$787,600	-0.6%
2100	Consumption of Products & Services	84,217,008	83,484,900	78,955,600	81,959,700	3,004,100	3.8
2300	Manpower Development	7,813,799	12,207,300	12,063,500	9,233,900	-2,829,600	-23.5
2400	International & Public Relations, Public Communications	19,616,185	26,728,300	26,055,000	26,822,700	767,700	2.9
2700	Asset Acquisition	4,788,205	7,000,200	6,887,000	5,247,900	-1,639,100	-23.8
2800	Miscellaneous	2,582,934	2,318,100	2,171,700	2,081,000	-90,700	-4.2

Code	Object Class	Actual FY2009	Estimated FY2010	Revised FY2010	Estimated FY2011	Change over FY2010	
	<i>TRANSFERS</i>	<i>\$100,260,637</i>	<i>\$101,804,200</i>	<i>\$86,719,300</i>	<i>\$83,923,600</i>	<i>-\$2,795,700</i>	<i>-3.2%</i>
3600	Transfers to Institutions & Organisations	21,910	0	7,827,000	7,842,100	15,100	0.2
3800	International Organisations & Overseas Development Assistance	100,238,728	101,804,200	78,892,300	76,081,500	-2,810,800	-3.6
	Development Estimates						
	DEVELOPMENT EXPENDITURE	\$70,749,581	\$44,750,000	\$35,868,000	\$45,000,000	\$9,132,000	25.5%
5100	Government Development	70,749,581	44,750,000	35,868,000	45,000,000	9,132,000	25.5

Establishment List

Category/Personnel	Actual FY2009	Estimated FY2010	Revised FY2010	Estimated FY2011
POLITICAL APPOINTMENTS	4	4	3	3
Minister	2	2	2	2
Minister of State	2	2	1	1
PERMANENT STAFF	822	926	918	924
Accounting Profession (2008)	2	2	1	2
Administrative	6	6	6	6
Administrative (Foreign Service)	5	3	4	4
Corporate Support	194	177	0	0
Driving	3	0	0	0
Foreign Service Administration Specialist Scheme	89	137	114	123
Foreign Service (2002)	422	502	516	513
Foreign Service Technical and Administrative Support	0	0	240	238
Home Affairs Services - ICA Senior Scheme	8	7	7	7
Home Affairs Services - ICA Specialist Scheme	7	9	9	10
Language Executive Scheme (2008)	0	1	1	1
Management Executive Scheme (2008)	1	0	1	1
Management Support Scheme (Language Officer)	1	2	2	2
Operations Support	23	17	17	17
Shorthand Writers	56	63	0	0
Information Service (2002)	4	0	0	0
Management Support	1	0	0	0

Category/Personnel	Actual FY2009	Estimated FY2010	Revised FY2010	Estimated FY2011
TEMPORARY, DAILY-RATED & OTHER STAFF	408	440	436	439
Locally Recruited Staff	408	440	436	439
TOTAL	1,234	1,370	1,357	1,366

FY2010 BUDGET

The revised FY2010 expenditure of the Ministry of Foreign Affairs (MFA) is \$402.65 million. This is a decrease of \$10.68 million or 2.6% over the actual FY2009 expenditure of \$413.34 million.

Operating Expenditure

The revised FY2010 operating expenditure is \$366.79 million, an increase of \$24.20 million or 7.1% over the actual FY2009 expenditure of \$342.59 million. The increase is mainly due to the increase in manpower recruitment and a higher civil service wide bonus payout in view of Singapore's stronger economic recovery.

Development Expenditure

The revised FY2010 development expenditure of \$35.87 million for on-going development projects is \$34.88 million or 49.3% lower than the actual FY2009 expenditure of \$70.75 million. The decrease is mainly due to fewer development projects.

FY2011 BUDGET

The FY2011 total expenditure of MFA is projected to be \$407 million, a marginal increase of \$4.34 million or 1.1% over the revised FY2010 expenditure. Of this, \$362 million or 88.9% is for operating expenditure and \$45 million or 11.1% is for development expenditure.

Operating Expenditure

Operating expenditure for FY2011 is projected to be \$362 million, which is a marginal decrease of \$4.79 million or 1.3% over the revised FY2010 expenditure. Of this, \$278.07 million or 76.8% is to meet the running costs of the ministry. The balance of \$83.92 million or 23.2% is for transfers, which include training provided under the Singapore Cooperation Programme, contributions to the UN Regular Budget and Peacekeeping Operations, and contributions for humanitarian aid.

Development Expenditure

Development expenditure for FY2011 is projected to be \$45 million, an increase of \$9.13 million or 25.5% over the revised FY2010 expenditure. The increase in cash requirements in FY2011 is mainly due to the milestone payments for several on-going projects.

Total Expenditure by Programme

Code	Programme	Running Costs	Transfers	Operating Expenditure	Development Expenditure	Total Expenditure
NA	Foreign Affairs	278,072,200	83,923,600	361,995,800	45,000,000	406,995,800
	Total	\$278,072,200	\$83,923,600	\$361,995,800	\$45,000,000	\$406,995,800

Development Expenditure by Project

Project Title	Total Project Cost	Actual Expenditure up to end of FY2008	Actual FY2009	Estimated FY2010	Revised FY2010	Estimated FY2011
DEVELOPMENT EXPENDITURE	...	...	\$70,749,581	\$44,750,000	\$35,868,000	\$45,000,000
<i>GOVERNMENT DEVELOPMENT</i>	...	...	<i>70,749,581</i>	<i>44,750,000</i>	<i>35,868,000</i>	<i>45,000,000</i>
Foreign Affairs Programme						
Overseas Properties Purchase	...	...	60,483,510	34,750,000	31,015,000	43,086,000
Minor Development Projects	...	...	10,266,071	10,000,000	4,853,000	1,914,000

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 a useful partner, being effective, constructive and principled
- Prompt and effective consular services for Singaporeans.

Key Performance Indicators

Desired Outcome	Performance Indicator	Actual FY2009	Revised FY2010/ Estimated FY2011
Advancement of Singapore's national interests through the conduct of our foreign relations and working through regional and international organizations	1. Stable relations with neighbours, ASEAN and other key countries, including the US, China, India, Japan, Australia, New Zealand and the EU	Singapore leaders maintained a high tempo of visits. These included State Visits to Japan and Turkey by President, and visits to China, Japan, the ROK, Indonesia and Vietnam by PM. There were also State Visits by the Presidents of Russia, China and Vietnam, visits by leaders of the APEC economies for the APEC Summit (which included bilateral meetings with Singapore leaders), visits by the Australian, Malaysian and Thai PMs and Indonesian President, and visits by senior PRC leaders. There were 91 incoming visits and 53 outgoing visits at ministerial level and above. Singapore launched the Japanese Creative Centre and proposed to launch the Korean Cultural Centre. We also signed an agreement to establish the China Cultural Centre. Singapore signed an agreement delimiting the maritime boundary in the western part of the Singapore Strait in March 2009. Singapore actively supported India in the India-led East Asia Summit project on the Revival of Nalanda University and launched the Nalanda-Sriwijaya Centre (NSC) in Singapore, the Nalanda University project. Singapore signed the ASEAN-Australia-New Zealand FTA and commenced negotiations on the EU-Singapore Free Trade Agreement (EUSFTA). Singapore used existing mechanisms like the Russia-Singapore Business Forum to foster more substantial high-level dialogue, exchanges and bilateral cooperation. Singapore launched the 7th business council in China - the Singapore-Guangdong Collaboration Council, extending our cooperation with China to the Pearl River Delta region. Singapore signed a revised Avoidance of Double Taxation Agreement with New Zealand.	MFA will continue to maintain ties with our neighbours and key regional players and identify new areas of co-operation. MFA will continue to expand economic linkages through FTAs and other agreements.

Desired Outcome	Performance Indicator	Actual FY2009	Revised FY2010/ Estimated FY2011
2. Continuing engagement with emerging markets, including India, Middle East, Central Europe, Latin America and South Africa		There was an active exchange of visits between Singapore and Indian leaders. PM made his first official visit to Cuba.	MFA will refine and enhance our engagement with emerging markets.
		MFA supported agencies with the launch of the Africa-Singapore Business Forum and their business missions to Ghana, Nigeria, South Africa, Rwanda, Kenya, and Uganda.	
3. Robust international and regional mechanisms, e.g., ASEAN, ARF, APEC, EAS and ASEM		Singapore hosted the inaugural Asia-Middle East Dialogue (AMED) Media Roundtable.	MFA will continue to work towards stronger and more robust mechanisms. We will also identify new areas of cooperation to further raise the profile of Singapore and create more political and economic space for Singapore.
		Singapore helped to safeguard and promote ASEAN's centrality in the regional architecture.	
		Singapore proposed the ASEAN Connectivity Initiative which aims to physically anchor ASEAN centrality by making ASEAN the hub of the broader East Asia region.	
		Singapore actively contributed to efforts to bring about the Comprehensive Economic Partnership of East Asia (CEPEA) comprising EAS countries.	
4. Address emerging global concerns through effective bilateral and international cooperation		Singapore actively contributed to the implementation of key provisions of the ASEAN Charter, including setting up the Committee of Permanent Representatives (CPR), establishing the ASEAN Intergovernmental Commission on Human Rights (AICHR), and ratifying the agreement on Privileges and Immunities for ASEAN.	MFA will continue to be focused on 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.
		Singapore hosted the inaugural ASEAN-US Summit.	
		Singapore worked closely with the US and regional partners in multilateral fora such as the ASEAN Regional Forum, East Asia Summit and APEC to ensure a balance of powers engaged in the region.	
		MFA collaborated with MTI to ensure a successful APEC 2009 Chairmanship year.	
		Singapore re-energised APEC's core agenda and re-positioned APEC as the premier regional platform to follow up on G20 initiatives. We also reinforced the potential of the expanded Trans-Pacific Partnership (TPP) as a possible building block for a Free Trade Area of the Asia-Pacific (FTAAP).	
		Singapore continued to work closely with Malaysia and Indonesia, extra-regional countries and other stakeholders to enhance navigational safety and environmental protection in the Straits of Malacca and Singapore (SOMS) through various initiatives, such as the Co-operative Mechanism on Safety of Navigation and Environmental Protection in the SOMS.	
		Singapore hosted the 2nd Co-operation Forum and secured more contributions to the Co-operative Mechanism for the SOMS from various countries and stakeholders. We also actively supported the international efforts against piracy in the Gulf of Aden.	
		Singapore supported the WTO efforts to advance the Doha Round. We also hosted the WTO's Regional Trade Policy Course for the Asia-Pacific region from 2007-2009 and worked with WTO on an APEC initiative to conduct regular peer reviews of protectionist measures taken by APEC economies.	We will continue to contribute to international efforts to ensure the freedom and safety of navigation in international waters.
		MFA strengthened our ties with WIPO and cooperated on the expansion of the role of the WIPO-Singapore office, including the opening of a Singapore Office of the WIPO Arbitration and Mediation Centre.	
			We will continue to contribute to efforts to enhance international trade.

Desired Outcome	Performance Indicator	Actual FY2009	Revised FY2010/ Estimated FY2011
Reinforcing international recognition of Singapore as a useful partner, being effective, constructive and principled	5. Advance constructive and principled positions at the UN and key international fora	Singapore hosted working visits by key office-holders of international organisations, such as UN Secretary-General Ban Ki-moon and President of the International Civil Aviation Organisation Council Roberto Kobeh Gonzalez. MFA assisted in the lobbying campaign for Singapore's re-election to the International Maritime Organisation Council. Singapore hosted the APEC Economic Leaders' Meetings (AELM). MFA led Singapore's participation in the UN Framework Convention on Climate Change (UNFCCC) negotiations. Singapore initiated the formation of the Global Governance Group (3G) as a grouping of small and medium-size UN member states, to engage the G-20 and build a bridge between the G-20 and the UN. Singapore appointed an Ambassador to the UN Educational, Scientific, and Cultural Organisation (UNESCO).	MFA will continue to participate actively in international fora to advance Singapore's interests and enhance our relevance and global standing. MFA will endeavour to raise Singapore's profile in the International Atomic Energy Agency (IAEA) by playing a constructive role in the IAEA Board of Governors from September 2010 to September 2012. MFA will continue to support lobbying efforts for Singapore's key candidatures. MFA will work on consolidating and reinforcing the 3G as an effective group to monitor the G-20 process and facilitate engagement between the G-20 and the wider UN membership.
	6. Contribute responsibly to international development efforts through our technical assistance programmes and enhance Singapore's international image and profile.	Singapore trained 6,724 officials from 148 countries, organized 299 training programmes and 8 study visits. These included governance, civil aviation, urban and water management programmes. Singapore initiated a training programme with the Japan International Cooperation Agency (JICA) and the ASEAN Secretariat (ASEC) to train ASEAN and ASEC officials in understanding and communicating the ASEAN Charter to the ASEAN community and beyond. Singapore hosted eminent personalities from various countries and regions in visit programmes to enhance their understanding of Singapore and develop relationships with these influential personalities. Singapore provided humanitarian assistance and disaster relief to various countries throughout the world after natural disasters.	MFA will continue to conduct relevant training programmes and provide technical assistance to enhance Singapore's role as a responsible international citizen.
Prompt and effective consular services for Singaporeans	7. Better consular services	MFA provided timely and useful consular information and services to Singaporeans abroad through our 47 Overseas Missions and 30 Honorary Consuls General. 124,673 logged into the e-register of Singaporeans travelling abroad. Electronic visa processing facilities were extended to Johor Baru, Moscow, Nagoya, Osaka, Taipei, Tokyo and Wellington Missions.	MFA will maintain the overseas network of Honorary Consuls General, Consulates and friends of Singapore and continue to improve access to consular information and services.
	8. Timely and effective consular case management	MFA handled several crisis situations, including the Santhika Pub fire and riots in Bangkok, the Marriot and Ritz Carlton hotel terrorist attacks in Jakarta, Typhoon Morakot in Taiwan, the earthquake in Padang, and Typhoon Ketsana in the Philippines, Cambodia and Vietnam. MFA provided consular assistance to Singaporeans in distress overseas in 6,243 consular cases, with less than 5% negative feedback.	MFA will continue to aim for below 5% negative feedback on consular cases.