

HEAD N

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.

FY2012 EXPENDITURE ESTIMATES

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2010	Estimated FY2011	Revised FY2011	Estimated FY2012	Change over FY2011	
	TOTAL EXPENDITURE	\$399,346,475	\$406,995,800	\$383,704,500	\$402,989,300	\$19,284,800	5.0%
	Main Estimates						
	OPERATING EXPENDITURE	\$359,649,765	\$361,995,800	\$340,200,400	\$357,989,300	\$17,788,900	5.2%
	<i>RUNNING COSTS</i>	<i>\$274,916,360</i>	<i>\$278,072,200</i>	<i>\$261,587,900</i>	<i>\$274,546,600</i>	<i>\$12,958,700</i>	<i>5.0%</i>
	Expenditure on Manpower	\$154,656,548	\$152,727,000	\$140,004,800	\$138,382,800	-\$1,622,000	-1.2%
1200	Political Appointments	3,775,059	2,563,400	993,000	258,300	-734,700	-74.0
1500	Permanent Staff	136,001,192	133,149,600	122,413,100	122,127,700	-285,400	-0.2
1600	Temporary, Daily-Rated & Other Staff	14,880,298	17,014,000	16,598,700	15,996,800	-601,900	-3.6
	Other Operating Expenditure	\$120,259,812	\$125,345,200	\$121,583,100	\$136,163,800	\$14,580,700	12.0%
2100	Consumption of Products & Services	79,013,191	81,959,700	79,891,300	92,478,900	12,587,600	15.8
2300	Manpower Development	8,437,379	9,233,900	9,162,100	9,366,800	204,700	2.2
2400	International & Public Relations, Public Communications	17,827,356	26,822,700	25,080,600	22,141,600	-2,939,000	-11.7
2700	Asset Acquisition	12,782,305	5,247,900	4,937,800	10,142,000	5,204,200	105.4
2800	Miscellaneous	2,199,581	2,081,000	2,511,300	2,034,500	-476,800	-19.0
	<i>TRANSFERS</i>	<i>\$84,733,405</i>	<i>\$83,923,600</i>	<i>\$78,612,500</i>	<i>\$83,442,700</i>	<i>\$4,830,200</i>	<i>6.1%</i>
3600	Transfers to Institutions & Organisations	19,030	7,842,100	8,177,300	9,325,100	1,147,800	14.0
3800	International Organisations & Overseas Development Assistance	84,714,376	76,081,500	70,435,200	74,117,600	3,682,400	5.2

Code	Object Class	Actual FY2010	Estimated FY2011	Revised FY2011	Estimated FY2012	Change over FY2011
	Development Estimates					
	DEVELOPMENT EXPENDITURE	\$39,696,709	\$45,000,000	\$43,504,100	\$45,000,000	\$1,495,900 3.4%
5100	Government Development	39,696,709	45,000,000	43,504,100	45,000,000	1,495,900 3.4

Establishment List

Category/Personnel	Actual FY2010	Estimated FY2011	Revised FY2011	Estimated FY2012
POLITICAL APPOINTMENTS	4	3	4	4
Minister	2	2	2	2
Minister of State	2	1	1	1
Senior Parliamentary Secretary	0	0	1	1
PERMANENT STAFF	832	924	929	990
Accounting Profession (2008)	3	2	2	3
Administrative	8	6	6	6
Administrative (Foreign Service)	5	4	4	0
Corporate Support	76	0	0	0
Driving	3	0	0	0
Foreign Service Administration Specialist Scheme	93	123	122	96
Foreign Service (2002)	424	513	521	588
Foreign Service Technical and Administrative Support	140	238	236	260
Home Affairs Services - ICA Senior Scheme	0	7	8	9
Home Affairs Services - ICA Specialist Scheme	1	10	9	8
Language Executive Scheme (2008)	0	1	1	1
Management Executive Scheme (2008)	1	1	1	1
Management Support Scheme (2008)	1	0	0	0
Management Support Scheme (Language Officer)	1	2	2	2
Operations Support	23	17	17	16
Shorthand Writers	36	0	0	0
Immigration & Checkpoints Executive	8	0	0	0
Immigration & Checkpoints Specialist	6	0	0	0
Information Service (2002)	3	0	0	0
TEMPORARY, DAILY-RATED & OTHER STAFF	413	439	454	459
Locally Recruited Staff	413	439	454	459
TOTAL	1,249	1,366	1,387	1,453

FY2011 BUDGET

The revised FY2011 expenditure of the Ministry of Foreign Affairs (MFA) is \$383.70 million. This is a decrease of \$15.64 million or 3.9% over the actual FY2010 expenditure of \$399.35 million.

Operating Expenditure

The revised FY2011 operating expenditure is \$340.20 million, a decrease of \$19.45 million or 5.4% over the actual FY2010 expenditure of \$359.65 million. The decrease is mainly due to the stronger Singapore dollar resulting in foreign exchange savings, as well as lower expenditure on manpower and lower assessed contributions to the UN.

Development Expenditure

The revised FY2011 development expenditure is \$43.50 million, an increase of \$3.81 million or 9.6% over the actual FY2010 expenditure of \$39.70 million. The increase is mainly due to the milestone payments for several on-going projects in FY2011, such as the construction and redevelopment of Singapore's Embassies in Berlin and Brussels.

FY2012 BUDGET

The FY2012 total expenditure of MFA is projected to be \$402.99 million, an increase of \$19.28 million or 5.0% over the revised FY2011 expenditure. Of this, \$357.99 million or 88.8% is for operating expenditure and \$45 million or 11.2% is for development expenditure.

Operating Expenditure

Operating expenditure for FY2012 is projected to be \$357.99 million, which is an increase of \$17.79 million or 5.2% over the revised FY2011 expenditure. Of this, \$274.55 million or 76.7% is to meet the running costs of the ministry which is projected to increase in FY2012 to cater for expansions such as the set-up of new Overseas Missions. The balance of \$83.44 million or 23.3% 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 FY2012 is projected to be \$45 million, a marginal increase of \$1.50 million or 3.4% over the revised FY2011 expenditure.

Total Expenditure by Programme

Code	Programme	Running Costs	Transfers	Operating Expenditure	Development Expenditure	Total Expenditure
NA	Foreign Affairs	274,546,600	83,442,700	357,989,300	45,000,000	402,989,300
	Total	\$274,546,600	\$83,442,700	\$357,989,300	\$45,000,000	\$402,989,300

Development Expenditure by Project

Project Title	Total Project Cost	Actual Expenditure up to end of FY2009	Actual FY2010	Estimated FY2011	Revised FY2011	Estimated FY2012
DEVELOPMENT EXPENDITURE	...	...	\$39,696,709	\$45,000,000	\$43,504,100	\$45,000,000
<i>GOVERNMENT DEVELOPMENT</i>	...	...	<i>39,696,709</i>	<i>45,000,000</i>	<i>43,504,100</i>	<i>45,000,000</i>
Foreign Affairs Programme						
Overseas Properties Purchase	...	...	34,363,482	43,086,000	42,764,100	42,600,000
Minor Development Projects	...	...	5,333,227	1,914,000	740,000	2,400,000

KEY PERFORMANCE INDICATORS

Desired Outcomes

- Advancement of Singapore's national interests through the conduct of our foreign relations and working through regional and international organizations
- Reinforcing international recognition of Singapore as an effective, constructive and principled partner
- Prompt and effective consular services for Singaporeans

Key Performance Indicators

Desired Outcome	Performance Indicator	Actual FY2010	Revised FY2011/ Estimated FY2012
Advancement of Singapore's national interests through the conduct of our foreign relations and working through regional and international organisations	1. Stable relations with neighbours, ASEAN and other key countries, including the United States, China, India, Japan, Australia, New Zealand and the EU	Singapore's relations with our neighbours were kept on an even keel. Bilateral relations with Malaysia saw a breakthrough after both sides agreed on the implementation of the Points of Agreement (POA). Singapore and Indonesia agreed to establish seven working groups on economic and counter-terrorism cooperation. Both sides exchanged Instruments of Ratification for the 2009 boundary agreement delimiting the western part of the Singapore Strait. Malaysian PM Najib Razak and Indonesian President Susilo Bambang Yudhoyono both visited Singapore in 2010. There were also high-level exchanges with other Southeast Asian countries. Singapore also maintained a good momentum of high-level visits, dialogues and exchanges with the United States, China, India as well as Japan, Australia and key EU partners. In 2010, PM made three separate trips to the United States – for the Nuclear Security Summit in Washington DC and to Chicago in April; for the Sun Valley Conference and to visit our RSAF detachment in Idaho as well as a side visit to Houston in July; and for the 2nd ASEAN-United States Leaders Meeting in New York in September. The visit of Chinese Vice President Xi Jinping to Singapore in November 2010 capped a busy year of high-level exchanges in commemoration of the 20th anniversary of diplomatic ties between Singapore and China.	MFA will continue to maintain ties with our neighbours and key regional players and identify new areas of co-operation. MFA will continue to engage and strengthen our ties with major powers. MFA will continue to work with MTI and our economic agencies to expand economic linkages through FTAs and other agreements.

Desired Outcome	Performance Indicator	Actual FY2010	Revised FY2011/ Estimated FY2012
	2. Continuing engagement with emerging markets, including India, Middle East, Russia Central Europe, Latin America, and Africa	MFA continued to play a key role in helping to further Singapore's political and economic interests in the emerging markets of China, India, Russia, the Middle East, Central and Eastern Europe, Latin America, and Sub-Saharan Africa, by working closely with our economic agencies. Progress was made in the EU-Singapore FTA talks; joint press release with Taiwan on the completion of feasibility studies on a bilateral economic cooperation agreement (ASTEP - Agreement between Singapore and the Separate Customs Territory of Taiwan, Penghu, Kinmen and Matsu on Economic Partnership); and launch of the second review of the Singapore -India Comprehensive Economic Cooperation Agreement (CECA). New initiatives included the inaugural meeting of the High-Level Russia-Singapore Inter-Governmental Commission (IGC).	MFA will refine and enhance our engagement with emerging markets.
	3. Robust international and regional mechanisms, e.g., ASEAN, ARF, APEC, EAS and ASEM	Singapore helped to safeguard and promote ASEAN's centrality in the regional architecture. The Master Plan on ASEAN Connectivity (MPAC), endorsed at the 17th ASEAN Summit in October 2010, was a key deliverable for Singapore as it would physically anchor ASEAN as a hub for the broader Asian region. Singapore played an active role in securing the commitment of members of the East Asia Summit (EAS) to strengthen the functional and economic cooperation agenda of the EAS, which has been expanded to include the United States and Russia. EAS members have agreed that priority areas such as the Comprehensive Economic Partnership for East Asia (CEPEA), and other existing EAS modalities based on ASEAN centrality should continue in the expanded EAS.	MFA will continue to work towards stronger and more robust international and regional 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. 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.
	4. Address emerging global concerns through effective bilateral and international cooperation	Singapore worked closely with the United States 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 and to resist efforts to rationalise the regional architecture. Singapore continued to promote an open regional and international trading environment. We actively supported WTO efforts to advance the Doha Round and to resist protectionist pressures. Singapore worked closely with key economies to strengthen APEC's focus on its core agenda of regional economic cooperation and integration. Singapore continued to support the ASEAN+3 FTA, ASEAN+6 FTA and Trans Pacific Partnership as possible building blocks for a Free Trade Area of the Asia Pacific. Singapore continued to closely monitor the G20 process and the global governance debate, through the Global Governance Group (3G) and through our engagement of the key G20 countries. Singapore represented the 3G at the G20 Summit in Seoul.	MFA will continue to participate actively in international organisations and meetings to profile Singapore as a useful and constructive partner. We will continue to contribute to efforts to enhance international trade. MFA will continue to work with MTI to support efforts to entrench APEC as the premier regional organisation for free and open trade and investment. We will also continue to work with our partners to drive the ASEAN+3 FTA, ASEAN+6 FTA and TPP. We will work on consolidating and reinforcing the 3G as an effective monitor of the transparency of G20 processes and to facilitate engagement between the G20 and the wider UN membership. We will work on enhancing the role of the 3G as a tool for engaging the G20.

Desired Outcome	Performance Indicator	Actual FY2010	Revised FY2011/ Estimated FY2012
		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 the SOMS. We also actively supported international efforts against piracy in the Gulf of Aden.	We will continue to contribute to work with international partners to ensure the freedom and safety of navigation in key sea lines of communication.
Reinforcing international recognition of Singapore as an effective, constructive and principled partner	5. Advance constructive and principled positions at the UN and key international fora	Singapore proactively engaged international organisations and participated actively in key multilateral processes including the UNFCCC climate change talks; the Nuclear Security Summit in Washington DC; and the 2010 Review Conference of the Nuclear Non Proliferation treaty. MFA hosted working visits by key IO officeholders and officials such as the Directors-General of IAEA, UNESCO and OPCW. MFA assisted in lobbying campaigns, including that for Singapore's successful re-election to the ICAO Council; and the successful bid to host the INTERPOL Global Complex in Singapore. Singapore assumed its seat on the IAEA Board of Governors (2010-2012).	MFA will continue to participate actively in international fora to advance Singapore's interests and enhance our global influence, relevance and standing. We will continue to engage the UN and key partners on transnational concerns such as climate change, international terrorism, WMD proliferation and piracy. MFA will continue to work with other ministries and agencies to support Singapore's candidatures to international organisations which are of strategic importance to us; and also to attract major inter-governmental and non governmental organisations to establish a presence in Singapore. We will continue to play a constructive role in the IAEA BOG; and engage the IAEA and other key partners to strengthen the international framework for nuclear safety and security; including working within ASEAN to promote regional cooperation in nuclear safety matters.
	6. Contribute responsibly to international development efforts through our technical assistance programmes and enhance Singapore's international image and profile.	Under our Singapore Cooperation Programme, we provided technical assistance to more than 6,900 participants from 144 countries. These included training in public administration, governance and law, economic development, civil aviation, trade, climate change, and urban solutions. As part of Singapore's contribution towards attaining the goal of an ASEAN Community by 2015, we also provided assistance to the CMLV countries through human resource capacity-building. We also embarked on flagship programmes with two new partners – World Bank Institute and Cities Development Initiative for Asia. MFA continued to engage the SCP Alumni through various in-country activities supported by our Overseas Missions.	MFA will continue to conduct relevant training programmes and provide technical assistance to enhance Singapore's role as a responsible international citizen.

Desired Outcome	Performance Indicator	Actual FY2010	Revised FY2011/ Estimated FY2012
Prompt and effective consular services for Singaporeans	7. Better consular services	MFA provided timely and useful consular information and services to Singaporeans abroad. MFA worked closely with the Singapore National Olympic Council (SNOC), MHA and other home front agencies to help plan for crisis situations in preparation for the Youth Olympics, Commonwealth Games and Asian Games. We also participated in a series of national preparedness exercises.	MFA's key priority remains to improve the level of service that we provide for Singaporeans abroad, especially those in distress. We will improve our e-Register system, and look to improve our outreach through the effective use of social media as well as smart phone applications. MFA will strengthen our network of Honorary Consuls-General (HCGs), who provide consular services to Singaporeans in distress, in locations where we have no embassies. We will host the Sixth Collective Meeting of HCGs from 2-6 July 2012. MFA will continue to work with Singapore agencies to audit our preparations, and for key events such as the Southeast Asian Games.
	8. Timely and effective consular case management	MFA handled several crises situations and disasters in 2010 including the floods in Peru in January, Red Shirt riots in Bangkok in April/May, the shipyard riots in Batam in April, the earthquakes which hit Chile, New Zealand and Indonesia in February, September and October respectively, the volcanic eruption of Mt Merapi in October, the Hatyai floods in Thailand in November, and the capsized boat in Mersing in December. MFA provided assistance for 2,095 consular cases with less than 5% negative feedback.	MFA will continue to monitor and respond to crises and disasters, and provide expeditious and effective assistance to Singaporeans in distress overseas.