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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.

FY2013 EXPENDITURE ESTIMATES

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2011	Estimated FY2012	Revised FY2012	Estimated FY2013	Change over FY2012	
	TOTAL EXPENDITURE	\$388,149,600	\$402,989,300	\$402,939,100	\$449,459,800	\$46,520,700	11.5%
	Main Estimates						
	OPERATING EXPENDITURE	\$343,822,019	\$357,989,300	\$357,939,100	\$389,459,800	\$31,520,700	8.8%
	<i>RUNNING COSTS</i>	<i>\$267,020,284</i>	<i>\$274,546,600</i>	<i>\$277,814,600</i>	<i>\$307,488,200</i>	<i>\$29,673,600</i>	<i>10.7%</i>
	Expenditure on Manpower	\$145,295,706	\$138,382,800	\$152,787,600	\$159,616,300	\$6,828,700	4.5%
1200	Political Appointments	612,712	258,300	292,600	292,600	0	0.0
1500	Permanent Staff	129,647,416	122,127,700	136,635,000	141,986,200	5,351,200	3.9
1600	Temporary, Daily-Rated & Other Staff	15,035,578	15,996,800	15,860,000	17,337,500	1,477,500	9.3
	Other Operating Expenditure	\$121,724,578	\$136,163,800	\$125,027,000	\$147,871,900	\$22,844,900	18.3%
2100	Consumption of Products & Services	78,326,810	92,478,900	84,109,900	94,509,100	10,399,200	12.4
2300	Manpower Development	8,814,493	9,366,800	9,136,200	8,709,000	-427,200	-4.7
2400	International & Public Relations, Public Communications	16,530,248	22,141,600	20,782,400	23,775,700	2,993,300	14.4
2700	Asset Acquisition	15,730,752	10,142,000	8,433,600	18,626,300	10,192,700	120.9
2800	Miscellaneous	2,322,275	2,034,500	2,564,900	2,251,800	-313,100	-12.2
	<i>TRANSFERS</i>	<i>\$76,801,735</i>	<i>\$83,442,700</i>	<i>\$80,124,500</i>	<i>\$81,971,600</i>	<i>\$1,847,100</i>	<i>2.3%</i>
3600	Transfers to Institutions & Organisations	7,660,244	9,325,100	9,403,800	10,005,200	601,400	6.4

Code	Object Class	Actual FY2011	Estimated FY2012	Revised FY2012	Estimated FY2013	Change over FY2012	
3800	International Organisations & Overseas Development Assistance Development Estimates	69,141,491	74,117,600	70,720,700	71,966,400	1,245,700	1.8
	DEVELOPMENT EXPENDITURE	\$44,327,581	\$45,000,000	\$45,000,000	\$60,000,000	\$15,000,000	33.3%
5100	Government Development	44,327,581	45,000,000	45,000,000	60,000,000	15,000,000	33.3

Establishment List

Category/Personnel	Actual FY2011	Estimated FY2012	Revised FY2012	Estimated FY2013
POLITICAL APPOINTMENTS	4	4	4	4
Minister	2	2	2	2
Senior Minister of State	0	0	1	1
Minister of State	1	1	0	0
Senior Parliamentary Secretary	1	1	1	1
PERMANENT STAFF	850	990	986	1,041
Accounting Profession (2008)	3	3	3	3
Administrative	5	6	6	6
Administrative (Foreign Service)	6	0	0	0
Driving	2	0	0	0
Foreign Service Administration Specialist Scheme	96	96	117	132
Foreign Service (2002)	441	588	593	598
Foreign Service Technical and Administrative Support	251	260	228	263
Home Affairs Services - ICA Senior Scheme	9	9	9	9
Home Affairs Services - ICA Specialist Scheme	9	8	9	9
Language Executive Scheme (2008)	0	1	1	1
Management Executive Scheme (2008)	1	1	1	1
Management Support Scheme (Language Officer)	1	2	2	2
Operations Support	22	16	17	17
Information Service (2002)	4	0	0	0
TEMPORARY, DAILY-RATED & OTHER STAFF	415	459	463	470
Locally Recruited Staff	415	459	463	470
TOTAL	1,269	1,453	1,453	1,515

FY2012 BUDGET

The revised FY2012 expenditure of the Ministry of Foreign Affairs (MFA) is \$402.94 million. This is an increase of \$14.79 million or 3.8% over the actual FY2011 expenditure of \$388.15 million.

Operating Expenditure

The revised FY2012 operating expenditure is \$357.94 million, an increase of \$14.12 million or 4.1% over the actual FY2011 expenditure of \$343.82 million. The increase is mainly due to higher expenditure on manpower and transfers. The increase in expenditure on manpower is mainly due to the increase in headcount to meet new operational requirements. The increase in expenditure for transfers is mainly for training provided under the Singapore Cooperation Programme.

Development Expenditure

The revised FY2012 development expenditure is \$45 million. This is a marginal increase of \$672,419 or 1.5% over the actual FY2011 expenditure of \$44.33 million.

FY2013 BUDGET

The FY2013 total expenditure of MFA is projected to be \$449.46 million, an increase of \$46.52 million or 11.5% over the revised FY2012 expenditure. Of this, \$389.46 million or 86.7% is for operating expenditure and \$60 million or 13.3% is for development expenditure.

Operating Expenditure

Operating expenditure for FY2013 is projected to be \$389.46 million, which is an increase of \$31.52 million or 8.8% over the revised FY2012 expenditure. Of this, \$307.49 million or 79.0% is to meet the running costs of the ministry which is projected to increase in FY2013 mainly to cater for the upgrading of IT and infrastructure projects, and the set-up of new Overseas Missions. The balance of \$81.97 million or 21.0% is for transfers, which includes training provided under the Singapore Cooperation Programme, contributions to the UN Regular Budget, Peacekeeping Operations, and humanitarian aid.

Development Expenditure

Development expenditure for FY2013 is projected to be \$60 million, an increase of \$15 million or 33.3% over the revised FY2012 expenditure. The increase in development expenditure is mainly due to increases in cashflow requirements in FY2013 for several major chancery construction projects in MFA's overseas missions.

Total Expenditure by Programme

Code	Programme	Running Costs	Transfers	Operating Expenditure	Development Expenditure	Total Expenditure
NA	Foreign Affairs	307,488,200	81,971,600	389,459,800	60,000,000	449,459,800
	Total	\$307,488,200	\$81,971,600	\$389,459,800	\$60,000,000	\$449,459,800

Development Expenditure by Project

Project Title	Total Project Cost	Actual Expenditure up to end of FY2010	Actual FY2011	Estimated FY2012	Revised FY2012	Estimated FY2013
DEVELOPMENT EXPENDITURE	...	...	\$44,327,581	\$45,000,000	\$45,000,000	\$60,000,000
<i>GOVERNMENT DEVELOPMENT</i>	...	...	<i>44,327,581</i>	<i>45,000,000</i>	<i>45,000,000</i>	<i>60,000,000</i>
Foreign Affairs Programme						
Overseas Properties Purchase	...	...	38,026,326	42,600,000	42,600,000	57,737,000
Minor Development Projects	...	...	6,301,255	2,400,000	2,400,000	2,263,000

KEY PERFORMANCE INDICATORS

Desired Outcomes

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

Key Performance Indicators

Desired Outcome	Performance Indicator	Actual FY2011	Revised FY2012/ Estimated FY2013
Advancement of Singapore's national interests through the conduct of our foreign relations and working through regional and international organisations	1. Stable relations with ASEAN member states and other key countries, including the US, China, India, Japan, Australia, New Zealand and the EU	MFA achieved important milestones with Malaysia and Indonesia. With Malaysia, we concluded the full implementation of the Points of Agreement on Malayan Railway Land in Singapore on 1 July 2011 and the handover of waterworks by Public Utilities Board (PUB) to the Johor State Government upon the expiry of the 1961 Water Agreement on 31 August 2011. With Indonesia, we made progress on boundary negotiations on the eastern part of the Singapore Straits. We also signed an MOU with Myanmar to establish the Singapore-Myanmar Technical Cooperation Programme (SMTCP), an enhanced technical assistance package to support the Myanmar government's reforms. We enhanced bilateral ties with key partners by identifying new areas of cooperation. We signed two agreements with the US to establish the Singapore-US Third Country Training Programme, and to institutionalise the Strategic Partnership Dialogue. We also made headway in the negotiations for the European Union-Singapore Free Trade Agreement (EUSFTA) and European Union-Singapore Partnership Cooperation Agreement (ESPCA) with the EU. We continued to support Japan through our humanitarian assistance in the aftermath of the March 2011 earthquake and tsunami. Singapore maintained a good momentum of high-level visits, dialogues and exchanges in FY 2011. President made a State visit to Vietnam. PM travelled to Putrajaya and Bogor for Leaders' Retreats with both Malaysian PM Najib Razak and Indonesian President Susilo Bambang Yudhoyono respectively. PM also attended the Seoul Nuclear Security Summit. DPM Teo Chee Hean visited Doha to co-chair the 5th Qatar-Singapore High Level Joint Committee with Heir Apparent of Qatar Sheikh Tamim bin Hamad Al-Thani. DPM Tharman made two visits to Russia (including to co-chair the Russia-Singapore High-Level Inter-Governmental Commission), and also visited Turkey. ESM visited Saudi Arabia and Seoul, with the latter visit as part of an Eminent Persons Group for the	We will continue to maintain relations with our neighbours and key regional players, strengthen links and explore opportunities for mutually-beneficial cooperation. MFA will continue to engage and strengthen our ties with major powers. We will strengthen collaboration with the US to cement our role as their partner in the region through traditional and non-traditional areas of cooperation, taking into account the US' renewed focus on the Asia-Pacific region. We will continue to maintain the momentum of high-level exchanges, and deepen our ties with key regional partners such as India, China, Japan and the Republic of Korea through visits and other platforms. We will continue to engage and strengthen ties with European countries through exchanges of high-level visits with key EU member states. MFA will continue to work with MTI and our economic agencies to expand economic linkages through FTAs and other agreements. We will work towards the conclusion, approval and ratification of the EU-Singapore Free Trade Agreement (EUSFTA) and the EU-Singapore Partnership Cooperation Agreement (ESPCA). We will continue to build on our role as a constructive partner for Australia and New Zealand by entrenching our relevance and reliability as their main interlocutor in the region. We will build on existing partnerships, and seek new opportunities for cooperation.

Desired Outcome	Performance Indicator	Actual FY2011	Revised FY2012/ Estimated FY2013
		Nuclear Security Summit. Minister for Foreign Affairs (FA) made introductory visits to many countries, including all the Southeast Asian countries, US and China. While in the US, Minister delivered the CSIS Singapore Conference, which brought together several ministers and senior officials from US and Singapore. Singapore also hosted many high-level visits during this period. We hosted State Visits by Myanmar President Thein Sein, Vietnamese President Truong Tan Sang, Austrian President Heinz Fischer, Portuguese President Anibal Cavaco Silva, Ukrainian President Viktor Yanukovich, Armenian President Serzh Sargsyan, and Sri Lanka President Mahinda Rajapaksa. We also hosted official visits by Indian PM Manmohan Singh, Thai PM Yingluck Shinawatra and German Federal Chancellor Angela Merkel. Then-US Secretary of Defense Robert Gates also visited Singapore to attend the 2011 Shangri-La Dialogue.	
2. Continuing engagement with emerging markets, including India, Middle East, Central Europe, Latin America and South Africa		MFA has deepened our engagement of emerging economies (notably India, Russia, Turkey and Ukraine). With India, we concluded an MOU on cooperation in the field of personnel management and public administration, and renewed an MOU on cooperation in the arts, heritage, archives and Library. We also agreed to launch the India-Singapore Parliamentary Friendship Group. We enhanced our relations with Latin American countries. We established diplomatic relations with Dominica and signed a Partial Visa Abolition Agreement with Brazil. Significantly, FY 2011 saw a total of 14 ministerial-level incoming visits and 4 ministerial-level outgoing visits between Singapore and Latin American countries to expand our economic and political space. This is on top of the meetings at the sidelines of Forum of East Asia-Latin America Cooperation (FEALAC), Commonwealth Heads of Government Meeting (CHOGM) and the UN. We also appointed an NRA to the Caribbean Community.	MFA will refine and enhance our engagement with emerging markets. We will step up engagement with Russia by leveraging on key institutional forums such as the Inter-governmental Commission (IGC) and the Russia-Singapore Business Forum (RSBF). We will also engage Turkey more systematically and grow our economic interests with the opening of Ankara Mission in November 2012.
3. Robust international and regional mechanisms, e.g., ASEAN, ARF, APEC, EAS and ASEM		We continue to make progress on existing initiatives in ASEAN. We pledged a further S\$50 million for the period of 2012 to 2015 to the Initiative for ASEAN Integration (IAI), to strengthen ASEAN and support the goal of building an ASEAN Community by 2015. We focused on the effective implementation of the Master Plan on ASEAN Connectivity, including actively engaging ASEAN's dialogue partners for their involvement in priority projects. We also continued to work towards strengthening ASEAN's regional economic integration efforts through the Regional Comprehensive Economic Partnership (RCEP) and encouraging the participation of dialogue partners in the RCEP.	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 ensure steady progress across the three ASEAN Community Pillars of the ASEAN Charter, to meet Community-building goals in 2015. We will step up efforts to engage the ASEAN's Dialogue Partners, and seek ways to help ensure that the Master Plan on ASEAN Connectivity can be financed in a sustainable way.

Desired Outcome	Performance Indicator	Actual FY2011	Revised FY2012/ Estimated FY2013
	4. Address emerging global concerns through effective bilateral and international cooperation	MFA continued to push for maintaining multiple and overlapping structures in an evolving regional architecture, which reflects the region's diversity but also preserves regional stability. Singapore has continued to engage Europe through the Asia-Europe Meeting (ASEM) and the ASEAN-EU Dialogue Partnership. Minister (FA) attended the ASEM Foreign Ministers Meeting in Hungary in June 2011. Singapore participated actively and constructively in the United Nations Framework Convention on Climate Change (UNFCCC) Climate Change Conference in Durban in December 2011. Our Chief Negotiator for Climate Change was elected as Vice-Chairman of the Transitional Committee (TC) of the Green Climate Fund (GCF), and played a leading role to facilitate the successful operationalisation of the GCF. We maintained proactive engagement of international organisations and active participation in key multilateral processes including the UN Conference on Sustainable Development (Rio+20), Commonwealth Heads of Government Meeting, 2nd Nuclear Security Summit, International Atomic Energy Agency (IAEA) Ministerial Conference on Nuclear Safety, IAEA Board of Governors' Meetings and Non-Aligned Movement Ministerials. Singapore also participated in the G-20 meetings, including the G-20 Summit in Cannes in November 2011, and worked with WTO and other countries to seek new and creative approaches to overcome the Doha round impasse and to resist protectionist pressures.	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, Regional Comprehensive Economic Partnership (RCEP) and the Transpacific Partnership (TPP). MFA will continue to participate actively in international organisations and meetings to profile Singapore as a useful and constructive partner. We will also continue to support ongoing international negotiations to reach a global agreement on climate change and will participate actively in negotiations to profile Singapore's contributions. We will contribute to efforts to enhance international trade. We will also continue to advance Singapore's interests in G20 related issues (including our attendance at G20 related meetings) and pursue trade liberalisation on the WTO front. We will continue 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.	MFA presented our National Report to the Human Rights Council (HRC) for our first Universal Periodic Review (UPR) in May 2011. The Working Group Report on Singapore's UPR was adopted by the HRC in September 2011. MFA initiated and coordinated inter-agency efforts for Singapore's first submission of Confidence Building Measures (CBM) under the Biological Weapons Convention (BWC). We also cooperated closely with the UN Panel of Experts on Iran and the DPRK on counter-proliferation issues.	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, protect our interests on issues such as human rights and to attract major inter-governmental and non governmental organisations to establish a presence in Singapore. MFA is working with the UNDP to ensure that the UNDP Global Centre for Public Service Excellence is fully operational by the end of 2012. We will continue to 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.

Desired Outcome	Performance Indicator	Actual FY2011	Revised FY2012/ Estimated FY2013
	6. Contribute responsibly to international development efforts through our technical assistance programmes and enhance Singapore's international image and profile.	MFA continues to provide technical assistance through the Singapore Cooperation Programme (SCP) in areas where we have experience and expertise to gain goodwill and to profile Singapore as a responsible global citizen. We trained over 6500 participants, and conducted over 300 courses/study visits in FY2011. MFA also established new technical assistance programmes such as the Singapore-Myanmar Technical Cooperation Programme (SMTCP) and the Singapore-US Third Country Training Programme (TCTP) to complement our efforts to enhance bilateral relations with the countries concerned.	MFA will continue to conduct relevant training programmes and provide technical assistance to enhance Singapore's international reputation and influence.
Prompt and effective consular services for Singaporeans	7. Better consular services	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 London 2012 Olympics, and has worked with Majlis Ugama Islam Singapura (MUIS) and relevant agencies on contingency planning for the Haj Pilgrimage. MFA supported the overseas voting exercises for General and Presidential elections. MFA launched its Twitter feed @MFASgConsular to disseminate consular information. The mobile application for iOS and Android platforms – MFA@SG was officially launched to allow members of the public to eRegister and access useful information on consular assistance on their smartphones.	MFA's key priority remains to improve the level of service that we provide for Singaporeans abroad, especially those in distress. 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. MFA will continue to work with Singapore agencies to audit our preparations for crisis situations and key events such as the Southeast Asian Games.
	8. Timely and effective consular case management	MFA provided assistance to Singaporeans in distress in a number of crisis situations and disasters such as the Middle East Crisis, Perth Bus (Sand Dunes) Accident, NZ earthquake, Japan Earthquake/Tsunami, Thailand Flood situation, Iceland volcanic ash incident and the Mersing Fishing Boat Incident. MFA provided assistance for 3,590 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.