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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

FY2014 EXPENDITURE ESTIMATES

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2012	Estimated FY2013	Revised FY2013	Estimated FY2014	Change over FY2013	
	TOTAL EXPENDITURE	\$400,406,432	\$449,459,800	\$449,459,800	\$461,544,400	\$12,084,600	2.7%
	Main Estimates						
	OPERATING EXPENDITURE	\$355,407,543	\$389,459,800	\$389,459,800	\$421,544,400	\$32,084,600	8.2%
	<i>RUNNING COSTS</i>	<i>\$277,308,600</i>	<i>\$307,488,200</i>	<i>\$298,364,400</i>	<i>\$316,536,300</i>	<i>\$18,171,900</i>	<i>6.1%</i>
	Expenditure on Manpower	\$152,496,655	\$159,616,300	\$160,728,700	\$169,758,200	\$9,029,500	5.6%
1200	Political Appointments	739,647	292,600	344,600	306,000	-38,600	-11.2
1500	Permanent Staff	136,265,285	141,986,200	143,603,700	151,551,700	7,948,000	5.5
1600	Temporary, Daily-Rated & Other Staff	15,491,722	17,337,500	16,780,400	17,900,500	1,120,100	6.7
	Other Operating Expenditure	\$124,811,945	\$147,871,900	\$137,635,700	\$146,778,100	\$9,142,400	6.6%
2100	Consumption of Products & Services	89,585,872	94,509,100	93,907,300	103,425,600	9,518,300	10.1
2300	Manpower Development	8,835,997	8,709,000	6,985,500	12,012,300	5,026,800	72.0
2400	International & Public Relations, Public Communications	19,037,614	23,775,700	21,939,600	23,002,000	1,062,400	4.8
2700	Asset Acquisition	4,974,561	18,626,300	12,075,700	5,519,100	-6,556,600	-54.3
2800	Miscellaneous	2,377,901	2,251,800	2,727,600	2,819,100	91,500	3.4
	<i>TRANSFERS</i>	<i>\$78,098,943</i>	<i>\$81,971,600</i>	<i>\$91,095,400</i>	<i>\$105,008,100</i>	<i>\$13,912,700</i>	<i>15.3%</i>
3600	Transfers to Institutions & Organisations	8,782,210	10,005,200	12,183,500	10,918,500	-1,265,000	-10.4
3800	International Organisations & Overseas Development Assistance	69,316,733	71,966,400	78,911,900	94,089,600	15,177,700	19.2

Code	Object Class	Actual FY2012	Estimated FY2013	Revised FY2013	Estimated FY2014	Change over FY2013
	Development Estimates					
	DEVELOPMENT EXPENDITURE	\$44,998,889	\$60,000,000	\$60,000,000	\$40,000,000	-\$20,000,000 -33.3%
5100	Government Development	44,998,889	60,000,000	60,000,000	40,000,000	-20,000,000 -33.3

Establishment List

Category/Personnel	Actual FY2012	Estimated FY2013	Revised FY2013	Estimated FY2014
POLITICAL APPOINTMENTS	4	4	4	4
Minister	2	2	2	2
Senior Minister of State	0	1	1	1
Minister of State	1	0	0	0
Senior Parliamentary Secretary	1	1	1	1
PERMANENT STAFF	895	1,041	1,082	1,082
Accounting Profession (2008)	4	3	3	3
Administrative	11	6	6	6
Administrative (Foreign Service)	4	0	0	0
Corporate Support	37	0	0	0
Driving	2	0	0	0
Foreign Service Administration Specialist Scheme	107	132	120	121
Foreign Service (2002)	456	598	650	649
Foreign Service Technical and Administrative Support	196	263	264	264
Home Affairs Services - ICA Senior Scheme	9	9	9	9
Home Affairs Services - ICA Specialist Scheme	10	9	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	17	17	17
Shorthand Writers	31	0	0	0
Information Service (2002)	4	0	0	0
TEMPORARY, DAILY-RATED & OTHER STAFF	444	470	484	489
Locally Recruited Staff	444	470	484	489
TOTAL	1,343	1,515	1,570	1,575

FY2013 BUDGET

The revised FY2013 expenditure of the Ministry of Foreign Affairs (MFA) is \$449.46 million. This is an increase of \$49.05 million or 12.3% over the actual FY2012 expenditure of \$400.41 million.

Operating Expenditure

The revised FY2013 operating expenditure is \$389.46 million, an increase of \$34.05 million or 9.6% over the actual FY2012 expenditure of \$355.41 million. The increase is mainly due to higher other operating expenditure and transfers. The increase in other operating expenditure is mainly due to upgrading of IT and infrastructure projects. The increase in expenditure for transfers is mainly due to projected increases in contributions to the United Nations (UN) Regular Budget and Peacekeeping Operations.

Development Expenditure

The revised FY2013 development expenditure is \$60 million, an increase of \$15 million or 33.3% over the actual FY2012 expenditure of \$45 million. The increase is mainly due to increases in cashflow requirements in FY2013 for several major chancery construction projects in MFA's overseas missions.

FY2014 BUDGET

The FY2014 total expenditure of MFA is projected to be \$461.54 million, an increase of \$12.08 million or 2.7% over the revised FY2013 expenditure of \$449.46 million. Of this, \$421.54 million or 91.3% is for operating expenditure and \$40 million or 8.7% is for development expenditure.

Operating Expenditure

Operating expenditure for FY2014 is projected to be \$421.54 million, which is an increase of \$32.08 million or 8.2% over the revised FY2013 expenditure of \$389.46 million. Of this, \$316.54 million or 75.1% is to meet the running costs of the ministry which is projected to increase in FY2014 mainly due to higher staffing. The balance of \$105.01 million or 24.9% is for transfers, which includes technical assistance provided under the Singapore Cooperation Programme, contributions to the UN Regular Budget, Peacekeeping Operations, and humanitarian aid.

Development Expenditure

Development Expenditure for FY2014 is projected to be \$40 million, a decrease of \$20 million or 33.3% over the revised FY2013 expenditure. The decrease in development expenditure is due to a reduction in cashflow requirements for several on-going 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	316,536,300	105,008,100	421,544,400	40,000,000	461,544,400
	Total	\$316,536,300	\$105,008,100	\$421,544,400	\$40,000,000	\$461,544,400

Development Expenditure by Project

Project Title	Total Project Cost	Actual Expenditure up to end of FY2011	Actual FY2012	Estimated FY2013	Revised FY2013	Estimated FY2014
DEVELOPMENT EXPENDITURE	...	...	\$44,998,889	\$60,000,000	\$60,000,000	\$40,000,000
<i>GOVERNMENT DEVELOPMENT</i>	...	...	<i>44,998,889</i>	<i>60,000,000</i>	<i>60,000,000</i>	<i>40,000,000</i>
Foreign Affairs Programme						
Overseas Properties Purchase	...	...	42,518,017	57,737,000	57,737,000	38,000,000
Minor Development Projects	...	...	2,480,872	2,263,000	2,263,000	2,000,000

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 FY2012/ Revised FY2013	Estimated FY2014
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 US, China, India, Japan, South Korea, Australia, New Zealand and the EU	We stepped up diplomatic engagement with our immediate neighbours and other Southeast Asian countries. We established a new trilateral cooperative process between Singapore, Indonesia and Malaysia on the haze issue. An announcement to build a High Speed Rail link was made during the 4th Singapore-Malaysia Leaders' Retreat in February 2013. Substantive progress was made in the boundary negotiations between Singapore and Indonesia in the eastern part of the Strait of Singapore. We have sought to institutionalise several regular exchanges with Brunei such as the "Young Leaders Programme". We have revived the Singapore-Brunei Exchange Visit led by the two Foreign Ministers. We elevated our bilateral ties with Vietnam to a Strategic Partnership in conjunction with the 40th anniversary of diplomatic relations, and launched the 5th Vietnam-Singapore Industrial Park in Central Vietnam. We also announced the establishment of a Vocational Training Institute (VTI) in Yangon. We strengthened our relationships with the US, China and the EU. The EU-Singapore Free Trade Agreement (EUSFTA) and EU-Singapore Partnership and Cooperation Agreement (ESPCA) were initialled in September and October 2013 respectively. Our leaders maintained high-level contact with their counterparts. President made State Visits to Indonesia, Myanmar, Brunei and Malaysia. Prime Minister's (PM) visits included neighbouring countries such as Brunei, Malaysia, Indonesia and Vietnam, and key countries such as China, Australia, India, US, Russia, Japan, Poland and France. Deputy Prime Minister (DPM) Teo Chee Hean visited Brunei, China (for the China-ASEAN Expo) and Australia. DPM Tharman Shanmugaratnam visited Thailand, China, US (for IMF/World Bank (WB) meetings), and Malaysia (for the 8th World Islamic Economic Forum). Emeritus Senior Minister's visits included the Republic Of Korea (ROK) (for ROK President Park Geun-hye's inauguration), China and Myanmar (for the World Economic Forum on East Asia). Minister (Foreign Affairs) K Shanmugam and 2Minister (Foreign Affairs) Grace Fu visited many neighbouring and key countries.	We will continue to keep relations with our neighbours on an even keel, particularly in the context of their complex domestic political situations and a new Administration in Indonesia. We will continue to explore opportunities for mutually-beneficial cooperation, while preventing bilateral disputes from clouding the broader relationship. We will strengthen our growing ties with Johor and East Malaysia. We will also step up our engagement of the regional governments in Indonesia. We will also continue strengthening relations with the rest of our Southeast Asian neighbours. In particular, we will continue to provide our support and assistance to Myanmar in its Chairmanship of ASEAN in 2014. We will continue to strengthen collaboration and find opportunities to deepen our bilateral relationship with the US, including through mechanisms such as the US-Singapore Third Country Training Programme. We will continue to engage and strengthen ties with key EU member states through exchanges of high-level visits. The approval and ratification of the EUSFTA and the ESPCA will remain a key priority for our European portfolio. We will also continue working with Myanmar (the ASEAN Chair) to ensure that ASEAN integration remains on track, in particular the implementation of the ASEAN Economic Community Blueprint as well as the Masterplan on ASEAN Connectivity (MPAC). We will work towards deepening ASEAN's relations with external partners particularly through the Regional Comprehensive Economic Partnership (RCEP). We will continue to maintain close relations with Thailand, Philippines, Myanmar, Vietnam, Laos and Cambodia to further our strategic and economic interests.

Desired Outcome	Performance Indicator	Actual FY2012/ Revised FY2013	Estimated FY2014
		There was a steady stream of visits by foreign dignitaries. Singapore hosted a State Visit from Netherlands, official visits by General-Secretary of Communist Party of Vietnam Nguyen Phu Trong, the Duke and Duchess of Cambridge, French PM Jean-Marc Ayrault, Polish PM Donald Tusk, Luxembourg PM Jean-Claude Juncker, Thai Princess Maha Chakri Sirindhorn, Malaysia PM Dato Sri Mohd Najib Tun Abdul Razak, Indonesian President Dr Susilo Bambang Yudhoyono, Russian DPM Olga Golodets, EU High Representative for Foreign Affairs and Security Policy Baroness Catherine Ashton, Timor Leste PM Xanana Gusmao, Prince Alois of Liechtenstein, Vietnam PM Nguyen Tan Dung, US Vice President Joe Biden and Japanese PM Shinzo Abe. We also hosted visits by three US Cabinet Secretaries and People's Republic of China (PRC) Vice Premier Zhang Gaoli and Foreign Minister (FM) Wang Yi. Other significant visits include Myanmar Lower House Speaker Shwe Mann, Thailand DPM/FM Dr Surapong Tovichakchaikul, Philippines Foreign Secretary Albert del Rosario, Myanmar's opposition leader Aung San Suu Kyi and the Indian Finance, External Affairs, Defence and Commerce Ministers.	
2. Work with economic agencies in continuing engagement with emerging markets, including the Middle East, Central Europe, Latin America and Africa		We have also deepened our engagement of emerging economies in Central and Eastern Europe, Middle East, Africa and Latin America. The eighth Russia-Singapore Business Forum (RSBF) was held in Singapore in September 2013. We stepped up bilateral engagements with Oman with the opening of Muscat Street and the establishment of Singapore's Consulate-General in Muscat. The inaugural round of Singapore-Iran MFA bilateral consultations in April 2013 represented a step up in bilateral engagements. We continued our cultivation of Africa through 20 incoming high level visits and 32 study visits, and strengthened our economic links through the second Africa Singapore Business Forum (ASBF). We also widened our outreach to Africa through the appointment of an Ambassador to the African Union and Ethiopia. We opened our first Embassy in Latin America in Brasilia in April 2013. We also hosted the inaugural Singapore – Pacific Ministerial Study Visit in 2012, for the Pacific Island States, and the Caribbean Community (CARICOM) High-Level Ministerial Exchange Visit in 2013. Singapore hosted four State Visits from Mexico, Mongolia Belarus and Azerbaijan. DPM Teo Chee Hean visited Qatar. DPM Tharman Shanmugaratnam visited Russia (for the High-Level Russia-Singapore Inter-Governmental Commission). Minister (Foreign Affairs) K Shanmugam and 2Minister (Foreign Affairs) Grace Fu also visited Brazil, Turkey Oman, Bahrain, Timor Leste Peru, Kazakhstan and Uzbekistan.	We will continue to engage countries in the Middle East through exchanges of high-level visits to strengthen bilateral ties. Singapore will host the inaugural Singapore-United Arab Emirates (UAE) Joint Committee meeting in 2014.

Desired Outcome	Performance Indicator	Actual FY2012/ Revised FY2013	Estimated FY2014
Reinforcing international recognition of Singapore as an effective, constructive and principled partner	3. Work with relevant agencies for strong and robust international and regional mechanisms, e.g., ASEAN, ASEAN plus Three, ASEAN Regional Forum (ARF), APEC, East Asia Summit (EAS) and Asia-Europe Meeting (ASEM)	Singapore actively supported ASEAN's regional economic integration efforts and participated in negotiations on the ASEAN Framework for Regional Comprehensive Economic Partnership (RCEP) as well as engaged Dialogue Partners to help implement the Master Plan on ASEAN Connectivity. Singapore pushed for the strengthening of ASEAN's institutions and processes in order to safeguard ASEAN's relevance and centrality in the regional architecture. Singapore continued to defend the need for multiple and overlapping structures in an evolving regional architecture which reflects the region's diversity and contributes to regional stability.	We will work with our trade agencies to advance Singapore's interests within APEC, the Trans-Pacific Partnership (TPP) and the G20. We will also continue to pursue trade liberalization on the World Trade Organisation (WTO) front.
	4. Address emerging global concerns through effective bilateral and international cooperation to advance Singapore's interests	Singapore plays a key role in reforming the ASEM process away from text negotiation towards more substantive cooperation between Europe and Asia. Singapore is working together with like-minded countries on projects to profile ASEM in the lead-up to its 20th anniversary in 2016 Singapore participated actively and constructively in the United Nations Framework Convention on Climate Change (UNFCCC) Climate Change Conferences in Doha in December 2012 and in Warsaw in November 2013 and played an important role towards a successful outcome at these conferences.	
	5. Advance constructive and principled positions at the UN and key international fora	Singapore has also been invited to attend, as an observer, smaller group meetings hosted by the US and key BASIC (Brazil, South Africa, India and China) developing countries. We maintained proactive engagement of international organisations and active participation in key multilateral processes including the UN Conference on Sustainable Development (Rio+20), Commonwealth-related meetings, International Atomic Energy Agency (IAEA) and other international nuclear safety and security related meetings including the Nuclear Security Summit process. Singapore participated in the various inter-regional meetings to prepare for the 3rd Small Island Developing States (SIDS) Conference in order to advance our interests within the constituency of small island developing states. Singapore also participated in the G20 meetings, including the G20 Summit in St Petersburg in September 2013, and worked with the WTO and other countries to seek new and creative approaches to overcome the Doha round impasse and to resist protectionist pressures. Singapore was granted Observership in the Arctic Council in May 2013 and we will step up our Arctic engagement bilaterally with Arctic states, as well as multilaterally at the Arctic Council and other forums, including the Arctic Circle Forum.	We will continue to participate actively in international fora such as the UN to advance our interests and enhance our global influence, relevance and standing. We will continue to work with ministries and agencies to ensure compliance with Singapore's international commitments and obligations. We will continue to profile Singapore as a constructive and responsible member of the international community. We will work with other agencies to support Singapore's international candidatures and profile Singapore to attract blue-chip government and non-government organisations to establish a presence here. We will continue to support ongoing international negotiations under the UNFCCC to reach a global agreement on climate change in 2015. We will participate actively in negotiations to profile Singapore's contributions towards the global effort against climate change, while highlighting our unique national circumstances.

Desired Outcome	Performance Indicator	Actual FY2012/ Revised FY2013	Estimated FY2014
		At appropriate junctures, we profiled Singapore's positive agenda at the UN to maintain our relevance. Examples include our convenorship role in the Global Governance Group (3G) as well as our initiatives on the Group of Friends on Sustainable Cities, and the Forum of Small States. In July 2013, we successfully tabled a UN resolution "Sanitation for All" to shine the spotlight on the sanitation challenge of developing countries and to designate 19 November as World Toilet Day. MFA also worked with the United Nations Development Programme (UNDP) to establish the UNDP Global Centre for Public Service Excellence (GCPSE) and continues to support the UNDP GCPSE's programmes in Singapore. As Chair of the Inter-Ministry Committee on Human Rights, we have conducted a review of our position towards the core UN human rights instruments and the recommendations from UN member states to Singapore's first Universal Periodic Review (UPR) in 2011. We are also coordinating closely with other agencies to ensure we are on target to fulfil our stated commitments and obligations for our second UPR in 2016.	
6. Develop goodwill towards Singapore by sharing our developmental experience with partners through our technical assistance programmes		We provide technical assistance through the Singapore Cooperation Programme (SCP) in areas where Singapore has experience and expertise to gain goodwill from key constituencies and to profile Singapore as a responsible global citizen. We trained over 6800 participants from ASEAN and other parts of the world, and conducted over 300 courses/study visits in FY2012. We set up the Sustainable Development and Climate Change (SDCC) cluster of the SCP in July 2012, with the aim of sharing our experience on sustainable development and climate change-related issues with countries from the Alliance of Small Island States (AOSIS) and other developing countries facing the same challenges. We have conducted two climate finance workshops to date and have six courses planned in FY 2013-2014. We co-hosted a UNFCCC Asian Regional Workshop on Nationally Appropriate Mitigation Actions in August 2013. Singapore is committed to sharing our development experience, where they are of interest, and to help other developing countries address climate change. We extended enhanced technical assistance packages the Pacific Islands, the Caribbean, and Africa. We also announced our plan to establish a modest VTI in Yangon as an extension of the Singapore-Myanmar Technical Cooperation Package. The VTI is a qualitative symbol of Singapore's continued support for Myanmar's human resource development efforts. The Programme for Foreign Diplomats was launched in 2013 to share best practices in diplomacy and developments in Asia with diplomats from different regions, coming from countries with whom Singapore would like to strengthen our interactions. For the inaugural run, 40 diplomats from 38 countries attended the week long annual programme.	We will continue to increase our technical assistance to regions such as the Pacific islands, the Caribbean and Africa.

Desired Outcome	Performance Indicator	Actual FY2012/ Revised FY2013	Estimated FY2014
Prompt and effective consular services for Singaporeans	7. Better consular services for Singaporeans	On average, we provided assistance for 155 consular cases per month with less than 5% negative feedback.	MFA will continue to take the lead to enhance cooperation and coordination with other home agencies to provide and improve services to Singaporeans abroad.
	8. Timely and effective consular case management	We provided consular assistance to Singaporeans in distress in a number of crisis situations including the civil conflict in the Central African Republic, Egypt, the Queensland floods in Australia, Uttarakhand floods in India, and the Rompin Boat Collision Incident in Malaysia. Consular training was inaugurated for assistants to Honorary Consul-Generals (HCGs) from January 2013 to enhance the efficacy and efficiency of our HCGs in providing consular assistance. The MFA@SG smartphone application was officially launched in Aug 2012 to efficiently disseminate consular information to the public. We implemented the Overseas Mission Appraisal Framework (OMAF) to ensure that all Overseas Missions' crisis contingency plans are regularly updated and reviewed to meet the increase in incidence of man-made and natural disaster.	