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MINISTRY OF FOREIGN AFFAIRS

OVERVIEW

Mission Statement

MFA is committed to the effective and timely formulation, implementation and communication of policies that:

- Uphold Singapore's sovereignty
- Promote a peaceful regional environment
- Sustain Singapore's relevance internationally
- Expand Singapore's political and economic space
- Share our developmental experience as a responsible global citizen
- Connect with Singaporeans travelling and living overseas, assist them in times of need

FY2016 EXPENDITURE ESTIMATES

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2014	Estimated FY2015	Revised FY2015	Estimated FY2016	Change over FY2015
	TOTAL EXPENDITURE	\$433,672,699	\$489,279,100	\$474,661,600	\$522,826,500	\$48,164,900 10.1%
	Main Estimates					
	OPERATING EXPENDITURE	\$393,680,709	\$444,279,100	\$459,661,600	\$446,826,500	-\$12,835,100 -2.8%
	<i>RUNNING COSTS</i>	<i>\$300,673,197</i>	<i>\$337,289,100</i>	<i>\$334,021,400</i>	<i>\$337,695,000</i>	<i>\$3,673,600</i> <i>1.1%</i>
	Expenditure on Manpower	\$167,856,187	\$183,330,400	\$176,681,800	\$184,401,000	\$7,719,200 4.4%
1200	Political Appointments	140,728	0	471,100	1,032,000	560,900 119.1
1500	Permanent Staff	149,660,768	165,036,500	157,653,600	163,196,000	5,542,400 3.5
1600	Temporary, Daily-Rated & Other Staff	18,054,690	18,293,900	18,557,100	20,173,000	1,615,900 8.7
	Other Operating Expenditure	\$132,817,011	\$153,958,700	\$157,339,600	\$153,294,000	-\$4,045,600 -2.6%
2100	Consumption of Products & Services	93,216,256	110,887,900	105,552,300	108,359,500	2,807,200 2.7
2300	Manpower Development	9,274,545	11,391,000	9,830,200	10,407,500	577,300 5.9
2400	International & Public Relations, Public Communications	21,292,303	26,240,600	26,283,800	26,474,800	191,000 0.7
2700	Asset Acquisition	7,134,139	2,302,400	12,277,300	4,934,600	-7,342,700 -59.8
2800	Miscellaneous	1,899,768	3,136,800	3,396,000	3,117,600	-278,400 -8.2
	<i>TRANSFERS</i>	<i>\$93,007,512</i>	<i>\$106,990,000</i>	<i>\$125,640,200</i>	<i>\$109,131,500</i>	<i>-\$16,508,700</i> <i>-13.1%</i>
3600	Transfers to Institutions & Organisations	11,516,689	10,552,000	12,854,600	12,124,400	-730,200 -5.7
3800	International Organisations & Overseas Development Assistance	81,490,823	96,438,000	112,785,600	97,007,100	-15,778,500 -14.0

Code	Object Class	Actual FY2014	Estimated FY2015	Revised FY2015	Estimated FY2016	Change over FY2015
	Development Estimates					
	DEVELOPMENT EXPENDITURE	\$39,991,990	\$45,000,000	\$15,000,000	\$76,000,000	\$61,000,000 406.7%
5100	Government Development	39,991,990	45,000,000	15,000,000	76,000,000	61,000,000 406.7

Establishment List

Category/Personnel	Actual FY2014	Estimated FY2015	Revised FY2015	Estimated FY2016
POLITICAL APPOINTMENTS	3	3	3	3
Minister	2	2	1	1
Senior Minister of State	1	1	2	2
PERMANENT STAFF	965	1,083	1,087	1,091
Accounting Profession (2008)	3	3	3	3
Administrative	5	6	6	6
Foreign Service Administration Specialist Scheme	114	121	124	124
Foreign Service (2002)	556	650	651	651
Foreign Service Technical and Administrative Support	251	264	264	268
Home Affairs Services - ICA Senior Scheme	10	9	9	9
Home Affairs Services - ICA Specialist Scheme	9	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	15	17	17	17
TEMPORARY, DAILY-RATED & OTHER STAFF	462	499	499	517
Locally Recruited Staff	462	499	499	517
OTHERS	0	0	3	16
Info-Communications Development Authority (non-GCIO)	0	0	3	16
TOTAL	1,430	1,585	1,592	1,627

FY2015 BUDGET

The revised FY2015 expenditure of the Ministry of Foreign Affairs (MFA) is \$474.66 million. This is an increase of \$40.99 million or 9.5% over the actual FY2014 expenditure of \$433.67 million.

Operating Expenditure

The revised FY2015 operating expenditure is \$459.66 million, an increase of \$65.98 million or 16.8% over the actual FY2014 expenditure of \$393.68 million. This increase is to meet higher running costs of the ministry and higher transfers due to more technical assistance provided under the Singapore Cooperation Programme and increases in mandatory contributions to the UN Regular Budget and UN Peacekeeping Operations.

Development Expenditure

The revised FY2015 development expenditure is \$15 million, a decrease of \$24.99 million or 62.5% over the actual FY2014 expenditure of \$39.99 million. This decrease is mainly due to fewer development projects in FY2015.

FY2016 BUDGET

The FY2016 total expenditure of MFA is projected to be \$522.83 million, an increase of \$48.16 million or 10.1% over the revised FY2015 expenditure of \$474.66 million. Of this, \$446.83 million or 85.5% is for operating expenditure and \$76 million or 14.5% is for development expenditure.

Operating Expenditure

Operating expenditure for FY2016 is projected to be \$446.83 million, which is a decrease of \$12.84 million or 2.8% over the revised FY2015 expenditure of \$459.66 million. Of this, \$337.70 million or 75.6% is for running costs and \$109.13 million or 24.4% is for transfers.

Development Expenditure

Development expenditure for FY2016 is projected to be \$76 million, an increase of \$61 million or 406.7% over the revised FY2015 expenditure of \$15 million. This increase is mainly due to the progress of development projects, some of which were initiated in FY2015 but with the major works carried out only in FY2016.

Total Expenditure by Programme

Code	Programme	Running Costs	Transfers	Operating Expenditure	Development Expenditure	Total Expenditure
NA	Foreign Affairs	337,695,000	109,131,500	446,826,500	76,000,000	522,826,500
	Total	\$337,695,000	\$109,131,500	\$446,826,500	\$76,000,000	\$522,826,500

Development Expenditure by Project

Project Title	Total Project Cost	Actual Expenditure up to end of FY2013	Actual FY2014	Estimated FY2015	Revised FY2015	Estimated FY2016
DEVELOPMENT EXPENDITURE	...	...	\$39,991,990	\$45,000,000	\$15,000,000	\$76,000,000
<i>GOVERNMENT DEVELOPMENT</i>	...	...	<i>39,991,990</i>	<i>45,000,000</i>	<i>15,000,000</i>	<i>76,000,000</i>
Foreign Affairs Programme						
HQ Building Projects	...	...	103,998	0	2,550,000	6,500,000
ICT Projects	...	...	0	0	700,000	16,000,000
Overseas Properties Projects	...	...	35,700,658	40,000,000	7,750,000	48,500,000
Minor Development Projects	...	...	4,187,335	5,000,000	4,000,000	5,000,000

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 FY2014/ Revised FY2015	Estimated FY2016
Advancement of Singapore's national interests through the conduct of our foreign relations and working through regional and international organisations	1. Maintain stable relations with neighbours, ASEAN and other key countries, and work with economic agencies in continuing engagement of emerging markets	Our leaders travelled widely from January 2014 to April 2015 for bilateral visits, as well as to attend various multilateral meetings. President made State Visits to Australia, India, the Philippines, Portugal, and the United Kingdom (UK), official visits to Switzerland and Indonesia, and working visits to China and Germany. Prime Minister (PM) visited China, Germany, Indonesia, Italy, Japan, Luxembourg, Malaysia, the Netherlands, the Republic Of Korea (ROK), Spain, Turkey and the US. Deputy Prime Minister (DPM) Teo Chee Hean visited China and attended the funeral of King Abdullah of Saudi Arabia, while DPM Tharman Shanmugaratnam visited China, India, Malaysia, and the US. Emeritus Senior Minister's (ESM) trips included India, Myanmar, the ROK, and Vietnam. Minister (Foreign Affairs) K Shanmugam, 2Minister (Foreign Affairs) Grace Fu, and then-Senior Minister of State (SMS) (Foreign Affairs) Masagos Zulkifli visited China, India, Indonesia, Japan, Malaysia and the US, as well as Egypt, Jordan, Mexico, the United Arab Emirates (UAE), Bolivia and Samoa. Then-SMS Masagos also visited Ramallah. Subsequently, in his capacity as 2Minister (Foreign Affairs), he visited Bahrain, Kuwait, Oman and Brunei. There was a steady stream of visits by foreign dignitaries. Singapore hosted State Visits from Brunei, Hungary, Indonesia and Malaysia. We also hosted visits by the Presidents of the Philippines, Ukraine and the European Council, Prime Ministers of Japan, Laos, Malaysia and Turkey, Vice President of Myanmar, Crown Prince of Brunei, then Crown Prince of Saudi Arabia, and a DPM and two Princesses from Thailand. Leaders and representatives of countries in the East Asia Summit attended the State Funeral Service of former Prime Minister Lee Kuan Yew. Other significant visits included those by the foreign ministers of Bahrain, Democratic People's Republic of Korea (DPRK), Indonesia, Kazakhstan, Oman and UAE, as well as the then-Canadian Foreign Minister, the Chinese Central Political and Legal Affairs Commission Secretary and a Chinese State Councillor. There were also four high-level Congressional visits from the US. In addition, we hosted visits from heads of International	We will continue to build and maintain strong relationships with our neighbours and cultivate an international network of friends. We will actively participate in international organisations which are relevant to us and support key regional organisations and platforms. We will continue to maintain the good links with the Malaysian Federal government, while building on our growing ties with Johor and the East Malaysian states. We will also continue to engage politicians across the political spectrum. We will continue to closely engage Brunei. We will continue to engage and strengthen our relations with Indonesian President Joko Widodo and his Administration. We will seek to maintain the momentum of regular high-level exchanges, with a visit by PM in 2016 being a priority. We will also continue to identify opportunities to strengthen our economic linkages with Indonesia, including through exploring possible areas of collaboration with the regional governments in Indonesia. We will continue to maintain close relations and strengthen our institutional links with Thailand, Myanmar, Vietnam, Philippines, Cambodia and Laos to further our strategic and economic interests. These efforts include a series of commemorative activities in FY2016 to celebrate the 50th anniversary of diplomatic relations with Myanmar, as well as technical assistance, such as the Singapore-Myanmar Vocational Training Institute, which will be officially opened in FY2016. We will also continue to provide technical assistance and logistical support for Laos' 2016 ASEAN Chairmanship. We will continue our engagement of the People's Republic of China's (PRC) Central and provincial leaders through high-level visits. We will continue to support key bilateral mechanisms, including the Joint Council for Bilateral Cooperation, Singapore-China Forum on Leadership and the Singapore-China Forum on Social Governance. We will deepen existing fields of cooperation, particularly financial cooperation, and explore new areas to enhance our relevance to China's developmental priorities. We will work towards concluding the negotiations on the China-Singapore Free Trade Agreement (CSFTA) upgrade by 2016 and make substantive progress in the implementation of the third G-to-G project in Chongqing.

Desired Outcome	Performance Indicator	Actual FY2014/ Revised FY2015	Estimated FY2016
		Organisations including the International Civil Aviation Organisation (ICAO) Secretary General, the International Atomic Energy Agency (IAEA) Director General, the United Nations Educational, Scientific and Cultural Organization (UNESCO) Director General and the United Nations Development Programme (UNDP) Administrator.	In addition to maintaining the momentum of high-level exchanges, we will continue to strengthen our collaboration with the US through mechanisms such as the annual US-Singapore Strategic Partnership Dialogue and the recently renewed US-Singapore Third Country Training Programme (TCTP).
		We continued to step up our diplomatic engagement with our immediate neighbours and other Southeast Asian countries. Good progress was made on the High Speed Rail link project between Singapore and Malaysia. Singapore and Indonesia signed the Treaty Relating to the Delimitation of the Territorial Seas of the Two Countries in the Eastern Part of the Strait of Singapore in September 2014. We have also continued to actively pursue our objective of stepping up engagement with the Indonesian regions as well as deepening our economic engagement there, making us the largest foreign investor in Indonesia today. We have revived the Singapore-Brunei Exchange Visit led by the respective Foreign Ministers. We have further institutionalised our engagement with our other partners in the region to put our relations on a more secure footing. For instance, in Myanmar we worked with other agencies to restart the Joint Ministerial Working Committee, while in the Philippines we had similarly revived the Philippines-Singapore Action plan after many years. Despite turbulence in our region, we have kept our relations with our partners on an even keel.	We will continue to build up relations with key regional partners like Japan and the Republic of Korea. We will celebrate the 50 th anniversary of Singapore-Japan diplomatic relations in 2016 with high-level exchanges and commemorative activities.
		Our relations with China, the US and EU have also been strengthened. We became a Prospective Founding Member of the China-initiated Asian Infrastructure Investment Bank (AIIB) and agreed to explore a third Government-to-Government (G-to-G) project with China. We kept up our relations with the US through the Annual MFA-State Department Strategic Partnership Dialogue, and track 1.5 initiatives such as the Singapore-US Strategic Dialogue. With Europe, the ratification of the European Union-Singapore Free Trade Agreement (EUSFTA) and the European Union-Singapore Partnership and Cooperation Agreement (ESPCA) remains a key priority. To this end, we continue to engage relevant stakeholders, taking into account developments that have complicated the approval and ratification of the EUSFTA. We continue to build on our relations with emerging markets such as Russia and Turkey. Despite our position on Crimea, we did not allow it to adversely affect bilateral relations with Russia. The next High-Level Russia-Singapore Inter-Governmental Commission (IGC) and Russia-Singapore Business Forum (RSBF) will be held in Russia in 2015. With Turkey, we signed a declaration on a strategic partnership in October 2014 in conjunction with PM's first official visit. We will build on this to forge closer political and economic relations with Turkey, in particular the conclusion of a progressive Free Trade Agreement (FTA) with Turkey by 2015.	The India-Singapore Strategic Partnership will broaden and deepen ties across various sectors including defence relations, economic and cultural cooperation, skills development and capacity building. Together with continued high-level exchanges and collaboration with selected Indian states, this will take our relations to new heights. We will also continue to deepen relations with other South Asian countries and explore opportunities for mutually beneficial collaboration in areas such as economic cooperation.
			We will continue to engage and strengthen ties with key EU member states through exchanges of high-level visits. We will continue to work with the EU institutions to seek early ratification of the EU-Singapore Free Trade Agreement (EUFTA) and the ESPCA which remain priorities and tap our strong links with European countries to develop pathways for applied and continuing education and training in Singapore.
			We will continue to build on our relations with emerging markets such as Russia and Turkey. For Russia, we will continue to strengthen our relations through existing key institutional platforms such as the High-Level Russia-Singapore IGC and RSBF. For Turkey, we will maintain excellent high-level exchanges and strengthen our economic interests through the ratification of the Turkey-Singapore Free Trade Agreement (TRSFTA) as well as making progress on an enhanced bilateral air services agreement. We will also showcase Singapore through our participation in the 2016 Antalya Horticultural Expo.
			A key priority in 2016 is to implement the Singapore-Australia CSP signed in 2015, which will see enhanced cooperation in trade and investment, defence, security, culture, research and innovation and other people-to-people sectors.
			We will maintain our good relations with the Middle Eastern, Central Asian and North African countries through regular high-level exchanges and institutional platforms. We will continue to work closely with our economic agencies to ensure that the Singapore-Gulf Cooperation Council FTA (GSFTA) is fully implemented, and identify new opportunities in these emerging markets.
			For Latin America and the Caribbean, we will continue to use existing tools of engagement, including our Pacific Alliance Observership and the SCP, to strengthen collaborations and identify opportunities to increase bilateral engagements.

Desired Outcome	Performance Indicator	Actual FY2014/ Revised FY2015	Estimated FY2016
		With Australia, the negotiations for a Comprehensive Strategic Partnership (CSP) are ongoing, and the CSP is slated to be concluded later this year. We have deepened our engagement of South Asia, the Middle East, Africa, and Latin America. In India, we announced Singapore's partnership with Andhra Pradesh to masterplan its new Capital City, and are working towards a strategic Partnership with India that will be signed during PM Narendra Modi's visit to Singapore at the end of 2015. We have also continued our political and economic outreach activities in growing economies in South Asia, including Sri Lanka and Bangladesh, as well as countries in Sub-Saharan Africa. As for the Middle East, we hosted the inaugural Singapore-UAE Joint Committee (SUJC) in October 2014 and the ASEAN-Gulf Cooperation Council (ASEAN-GCC) Workshop in June 2014, and worked closely with MTI to facilitate the smooth implementation of the GCC-Singapore FTA which entered into force in September 2014. With Latin America, we were conferred Observer status in the Pacific Alliance in February 2014. This will allow us to strengthen our engagement with emerging markets like Mexico, Chile, Colombia, and Peru. Singapore is the current country coordinator for ASEAN-Pacific Alliance relations.	As our interests in Sub-Saharan Africa continue to grow, we will make a concerted effort to engage the region in coordination with our economic agencies and other stakeholders.
2. Work with relevant agencies for strong and robust international and regional mechanisms e.g. ASEAN, ASEAN Regional Forum (ARF), Asia Pacific Economic Cooperation (APEC), East Asia Summit (EAS) and Asia-Europe Meeting (ASEM)		Singapore actively supported the strengthening of ASEAN's regional economic integration efforts by encouraging the substantive conclusion of the ASEAN Framework for Regional Comprehensive Economic Partnership (RCEP), and engaging Dialogue Partners to help implement the Master Plan on ASEAN Connectivity. Singapore continued to defend the need for multiple and overlapping structures in an evolving regional architecture, which reflects the region's diversity and preserves regional stability. As the date of the establishment of the ASEAN Community at the end of 2015 draws nearer, Singapore continues to make a Whole-of-Government effort to push for the completion of the action lines in the three ASEAN Community Blueprints, as well as the improvement of ASEAN's institutions and processes, in order to safeguard ASEAN's relevance and ASEAN Centrality in the regional architecture. Domestically, we also continued to raise awareness of the ASEAN Community through an overall communication strategy and various initiatives in collaboration with MTI, MSF and MCI. We continue to play a constructive and key role in reforming the ASEM process towards more substantive and concrete cooperation between Asia and Europe. This year, we will be hosting the ASEM Seminar on Sustainable Management of Wastewater and Sanitation from 26 to 27 June 2015. In addition, we will continue to support, where we can, Luxembourg and Mongolia – the hosts of the 12th ASEM Foreign Ministers' Meeting in November 2015, and the 11th ASEM Summit in 2016, respectively.	Singapore will continue to work closely with Laos (the current ASEAN Chair) to ensure the success of the ASEAN Community, which was formally established on 31 December 2015 and work towards implementing "ASEAN 2025: Forging Ahead Together", which comprises the ASEAN Community Vision 2025 and the three Community Blueprints, in order to deepen ASEAN integration and realise a rules-based, people-oriented, people-centred ASEAN Community. We will continue with our efforts to reinforce ASEAN Centrality and promote deeper engagements with external partners, particularly through the ASEAN Framework for RCEP. We will join fellow ASEAN Member States to develop the IAI. Work Plan III and the ASEAN Connectivity 2025 in 2016. As the ASEAN National Secretariat, MFA will continue to adopt a Whole-of-Government (WOG) mindset to serve our national interests in ASEAN. Singapore will continue our active participation in the APEC process, working closely with other APEC economies to fully realise APEC's vision of a stable, integrated, and prosperous community in the Asia-Pacific. Singapore will actively encourage the swift ratification by all parties and the entry into force of the TPP. We will continue to play a constructive and key role in reforming the ASEM process towards more substantive and concrete cooperation between Asia and Europe. 2016 marks the 20th Anniversary of ASEM. We will continue to support Mongolia – the host of the 11th ASEM Summit in 2016.

Desired Outcome	Performance Indicator	Actual FY2014/ Revised FY2015	Estimated FY2016
Reinforcing international recognition of Singapore as an effective, constructive and principled partner	3. Advance Singapore's interests and address emerging global concerns through effective bilateral and international cooperation including constructive and principled positions at the UN and key international fora	Singapore participated actively in the APEC process, and worked with APEC economies to deliver substantive outcomes, including the Beijing Roadmap for APEC's Contribution to the Realisation of the Free Trade Area of the Asia-Pacific (FTAAP), and the APEC Blueprint on Connectivity, both of which would facilitate economic growth and cooperation as well as trade and investment in the Asia-Pacific region.	
		Singapore also continued to actively participate as a key player in the ongoing Trans-Pacific Partnership (TPP) negotiations, and hosted several TPP Ministerial and Chief Negotiator meetings last year.	
		Singapore continues to actively participate in the on-going negotiations under the United Nations Framework Convention on Climate Change (UNFCCC). At the last Ministerial Conference in Lima in December 2014, we were invited to co-facilitate, with Norway, political consultations on the outcome document. Our constructive posture has led to Singapore being consistently invited to small group consultations, including those hosted by the US, the Conference Of Parties (COP) Presidencies, international think-tanks, and key developing countries.	We will maintain our active participation in the UN and other international fora to advance our national interests and enhance our global standing and influence. As a member of the IAEA Board of Governors from 2016-2018, we intend to play an active and constructive role consistent with Singapore's interests in nuclear safety, security and safeguards. We will continue to ensure compliance with our international commitments and obligations. We will also continue to work with other agencies to support Singapore's candidatures to the international organisations.
		We have maintained Singapore's active engagement and positive agenda with the UN and key international organisations. We participated in various multilateral processes on global development issues, including the Open Working Group on Sustainable Development Goals and the UN Third International Conference on Disaster Risk Reduction, IAEA and international nuclear safety and security related meetings such as the 2015 Review Conference of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons (NPT), the 2014 Nuclear Security Summit, and the 3 rd ASEM Seminar on Nuclear Safety. We also continued to advance our interests vis-à-vis the developing countries, particularly the small island developing countries which are a significant vote bank for us in our important candidatures to the ICAO. We engaged actively in developing country groups such as the Group of 77/China, the Non-Aligned Movement (NAM) and the Alliance of Small Island States (AOSIS). In particular, Singapore co-chaired the 3 rd International Conference on Small Island Developing States (SIDS) in Samoa in September 2014. We are convenors of the Global Governance Group (3G) and the Forum of Small States (FOSS), as well as co-chair of the Group of Friends on Sustainable Cities. We also profiled Singapore's development successes at the UN to maintain our relevance. We continued to be active on issues such as sustainable urbanisation, and water and sanitation, including by co-hosting side events in New York and Geneva. Singapore has also worked with the UNDP to use the UNDP Global Centre for Public Service Excellence (GCPSE) in Singapore to share our development experience such as on governance with a broader constituency of developing countries and continues to support the	Following the adoption of a binding universal climate agreement at the 21st Conference of the Parties (COP-21) to the UNFCCC in Paris in December 2015, MFA's role in climate negotiations can be reduced. Focus will turn to the implementation of the Paris Agreement which our technical agencies will lead. Singapore will continue to play an active role in the ISA as a Member of the ISA Council, including through constructive participation in the 22 nd ISA Session to be held in Kingston, Jamaica in July 2016. At the invitation of the G20 Chinese Presidency, we will continue to play an active and constructive role in the G20 process leading to the Hangzhou Summit in September 2016. Singapore will continue our constructive participation in the WTO. We will continue to play the bridging role between developed and developing members, including through our role as the Chair of the Committee of Trade and Development Special Sessions (CTDSS).

Desired Outcome	Performance Indicator	Actual FY2014/ Revised FY2015	Estimated FY2016
		UNDP GCPSE's programmes in Singapore. As Chair of the Inter-Ministerial Committee (IMC) on Human Rights, we also organised domestic consultations with civil society organisations in Singapore on our policies in preparation for our second Universal Periodic Review (UPR) in 2016. We are coordinating closely with the agencies to ensure we are on target to fulfil our stated commitments and obligations for our second UPR. As the Chair of the Inter-Ministry Committee on Export Controls, we also worked closely with relevant agencies to ensure Singapore's compliance with UN Security Council sanctions pertaining to proliferation of weapons of mass destruction. To advance our interests in seabed mining, Singapore participated at the 20th International Seabed Authority (ISA) Session held in Kingston, Jamaica in July 2014 during which Singapore was elected to the ISA Council for a four-year term beginning 1 January 2015. At the WTO, Singapore continued to play an active and important role in supporting the multilateral trading system, through participation in the various WTO processes. Singapore is among the first countries to have ratified the WTO's Trade Facilitation Agreement (TFA) on 8 January 2015. We will continue to work with other WTO Members to deliver positive outcomes at the 10th WTO Ministerial Conference in Nairobi, Kenya in December 2015. At the invitation of the 2014 Australian Presidency, Singapore participated in the G20 meetings, including the G20 Summit in Brisbane in November 2014. At the invitation of the 2015 Turkish Presidency, we will continue our active participation in the process leading to the Antalya Summit in November 2015. Since being granted Observer State status in the Arctic Council (AC) in May 2013, we have participated actively in the AC's work, and in both AC and other Arctic-related forums. We have also stepped up our engagement with the Arctic states and Arctic indigenous peoples through bilateral visits and exchanges. Through our Observer State status, we will continue to monitor Singapore's interests in the Arctic, including the impact of new shipping routes and the environmental impact of the changing Arctic. In 2015, a highlight of Singapore's Arctic engagement will be the hosting of the Arctic Circle Forum, an Icelandic initiative, in November 2015, in conjunction with a State Visit to Singapore by Icelandic President Ólafur Ragnar Grímsson. We will also step up our engagement of the US on Arctic issues in light of the US assumption of the two-year AC Chairmanship from Canada on 25 April 2015.	

Desired Outcome	Performance Indicator	Actual FY2014/ Revised FY2015	Estimated FY2016
	4. Develop goodwill towards Singapore by sharing our developmental experience through our technical assistance programme	Singapore provides technical assistance through the Singapore Cooperation Programme (SCP) in areas where Singapore has experience and expertise, in order to gain goodwill from key constituencies, profile Singapore as a responsible global citizen and highlight the relevance of Singapore's developmental experience. More than 5,500 foreign government officials attended SCP programmes in FY2014. We will continue to devote the bulk of SCP programmes to capacity-building in ASEAN, including our Initiative for ASEAN Integration (IAI) training centres. Our signature bilateral project in Yangon - the Singapore-Myanmar Vocational Training Institute (SMVTI) - will commence courses by Q3 2015. To expand SCP's outreach and range of programmes, we have extended the scope of our development partnerships to include countries such as Turkey, Israel, and Mexico. These new partnerships helped us engage constituencies such as the Caribbean and Africa in support of our international candidatures, participation in the G20, and other key fora. To evolve the SCP platform to meet salient development challenges, we set up three new training clusters with 14 training programmes, namely "Women and Children", "Resilience Building", and "Leadership".	Singapore has a strong track record in many areas of development, such as public governance, civil aviation, law, economy, sustainable development, and leadership. Keeping these strengths in mind, MFA will continue to conduct relevant training programmes and provide technical assistance to enhance Singapore's international reputation and influence. Our SCP will give greater focus to sustainable development. To support the UN's new Sustainable Development Goals unveiled at the UN Sustainable Development Summit in September 2015, Minister for Foreign Affairs Dr Vivian Balakrishnan announced the new Sustainable Development Programme. Under this programme, we will partner relevant UN agencies in public sector leadership and sustainable development, sustainable cities and urbanisation, and development projects to advance water and sanitation solutions.
Prompt and effective consular services for Singaporeans	5. Timely and effective consular services for Singaporeans – less than 5% negative feedback on consular cases	Singaporeans made 7 million overseas trips in 2014, compared to 6.9 million in 2013. This excludes overland travel to Malaysia. Consular workload has correspondingly grown in volume and complexity. Despite this increase in cases, the Ministry has continued to meet its KPI of having less than 5% negative feedback for all consular cases. In recent times, we provided consular assistance to overseas Singaporeans in distress in several crisis situations, most notably following the Nepal earthquake on 25 April 2015 when MFA despatched a Crisis Response Team (CRT) to Kathmandu. The team has to date facilitated the departure of more than 100 Singaporeans from Nepal through Republic of Singapore Air Force (RSAF) aircraft and commercial flights. MFA also facilitated the evacuation of 24 Singaporeans from Yemen in April 2015, as well as rendered consular assistance to the Next-of-Kin (NOK) whose families were affected by the AirAsia QZ8501 plane crash in December 2014 and the sinking of a tugboat in Jingjiang in January 2015. MFA is constantly improving its work processes and leveraging on technology in order to provide better consular assistance to Singaporeans. The MFA@SG mobile application, which was launched in August 2012, was also recently enhanced to enable users to perform the following functions: a) eRegister; b) Locate the nearest Mission using Google Maps with location-awareness capability; c) Find out if a Singaporean needs a visa to visit a particular country; and d) View travel notices, advisories or consular information.	MFA will continue to deliver prompt and effective consular services to Singaporeans overseas. MFA will endeavour to meet its KPI of achieving less than 5% negative feedback on consular cases, which MFA has continuously achieved despite the doubling of consular cases since 2008. MFA will continue to augment its network of Honorary Consuls-General (HCGs) and Honorary Consuls (HCs) in FY2016. We are in the process of appointing a new HC in Munich, Germany. Technology remains an integral component of consular work and enables us to provide better consular assistance to Singaporeans. The MFA@SG mobile application which was launched in August 2012 and enhanced in 2014, recorded 33,471 users as of September 2015. We plan to make the system more user-friendly and double the number of users by 2020.

Desired Outcome	Performance Indicator	Actual FY2014/ Revised FY2015	Estimated FY2016
		A range of electronic services consisting of eRemittance and ePayment systems was launched in March 2014 to enable the NOK of Singaporeans in distress abroad to transfer emergency funds via MFA by electronic means. MFA is also developing a computer-based emergency planning programme to ensure the readiness of Overseas Missions against crises and improve their response to Singaporeans who require assistance during emergency situations.	