HEAD N

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

FY2018 EXPENDITURE ESTIMATES

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2016	Estimated FY2017	Revised FY2017	Estimated FY2018	Change Over FY2017	
	TOTAL EXPENDITURE	$492,113,222	$501,628,100	$483,901,100	$502,502,000	$18,600,900	3.8%
	Main Estimates						
	OPERATING EXPENDITURE	$438,974,764	$461,646,300	$454,401,100	$476,502,000	$22,100,900	4.9%
	RUNNING COSTS	*$336,023,575*	*$353,836,700*	*$350,294,000*	*$381,499,500*	*$31,205,500*	*8.9%*
	Expenditure on Manpower	$180,100,703	$186,132,200	$188,119,900	$188,027,600	-$92,300	0.0%
1200	Political Appointments	918,398	1,111,300	1,247,300	1,111,300	-136,000	-10.9
1500	Permanent Staff	160,771,649	164,946,300	167,734,600	167,563,900	-170,700	-0.1
1600	Temporary, Daily-Rated & Other Staff	18,410,656	20,074,600	19,138,000	19,352,400	214,400	1.1
	Other Operating Expenditure	$155,922,872	$167,704,500	$162,174,100	$193,471,900	$31,297,800	19.3%
2100	Consumption of Products & Services	115,828,292	114,064,800	118,456,000	119,161,100	705,100	0.6
2300	Manpower Development	8,382,622	9,859,000	7,479,300	8,210,000	730,700	9.8
2400	International & Public Relations, Public Communications	25,072,725	29,702,400	29,687,700	61,408,700	31,721,000	106.8
2700	Asset Acquisition	4,211,126	11,324,200	3,597,700	1,831,600	-1,766,100	-49.1
2800	Miscellaneous	2,428,106	2,754,100	2,953,400	2,860,500	-92,900	-3.1
	TRANSFERS	*$102,951,189*	*$107,809,600*	*$104,107,100*	*$95,002,500*	*-$9,104,600*	*-8.7%*
3600	Transfers to Institutions & Organisations	12,267,827	11,428,400	11,771,800	12,833,200	1,061,400	9.0
3800	International Organisations & Overseas Development Assistance	90,683,362	96,381,200	92,335,300	82,169,300	-10,166,000	-11.0

Code	Object Class	Actual FY2016	Estimated FY2017	Revised FY2017	Estimated FY2018	Change Over FY2017	
	Development Estimates						
	DEVELOPMENT EXPENDITURE	$53,138,458	$39,981,800	$29,500,000	$26,000,000	-$3,500,000	-11.9%
5100	Government Development	53,138,458	39,981,800	29,500,000	26,000,000	-3,500,000	-11.9

Establishment List

Category/Personnel	Actual FY2016	Estimated FY2017	Revised FY2017	Estimated FY2018
POLITICAL APPOINTMENTS	3	3	3	3
Minister	1	1	1	1
Senior Minister of State	2	2	1	1
Minister of State	0	0	1	1
PERMANENT STAFF	939	1,099	1,088	1,121
Accounting Profession (2008)	2	3	3	3
Administrative	5	6	6	6
Foreign Service (2002)	550	662	658	683
Foreign Service Administration Specialist Scheme	112	133	128	391
Foreign Service Technical and Administrative Support	236	263	256	0
Home Affairs Services - ICA Senior Scheme	9	9	9	9
Home Affairs Services - ICA Specialist Scheme	9	9	9	9
Language Executive Scheme (2008)	0	1	1	1
Legal	0	0	0	1
Management Executive Scheme (2008)	1	1	1	1
Management Support Scheme (Language Officer)	2	2	2	2
Operations Support	13	10	15	15
TEMPORARY, DAILY-RATED & OTHER STAFF	467	517	509	536
Locally Recruited Staff	467	517	509	536
OTHERS	16	16	16	14
Info-Communications Development Authority (non-GCIO)	16	16	16	14
TOTAL	1,425	1,635	1,616	1,674

FY2017 BUDGET

The revised FY2017 expenditure of the Ministry of Foreign Affairs (MFA) is $483.90 million. This is a decrease of $8.21 million or 1.7% over the actual FY2016 expenditure of $492.11 million.

Operating Expenditure

The revised FY2017 operating expenditure is $454.40 million, an increase of $15.43 million or 3.5% over the actual FY2016 expenditure of $438.97 million. This increase is to meet higher running costs of the ministry, including Singapore's assumption of the ASEAN Chairmanship in late-FY2017.

Development Expenditure

The revised FY2017 development expenditure is $29.50 million, a decrease of $23.64 million or 44.5% over the actual FY2016 expenditure of $53.14 million. This decrease is mainly due to the completion of major works for the development projects in FY2016.

FY2018 BUDGET

The FY2018 total expenditure of MFA is projected to be $502.50 million, an increase of $18.60 million or 3.8% over the revised FY2017 expenditure of $483.90 million. Of this, $476.50 million or 94.8% is for operating expenditure and $26 million or 5.2% is for development expenditure.

Operating Expenditure

Operating expenditure for FY2018 is projected to be $476.50 million, which is an increase of $22.10 million or 4.9% over the revised FY2017 expenditure of $454.40 million. Of this, $381.50 million or 80.1% is for running costs and $95 million or 19.9% is for transfers. This increase is mainly due to Singapore's hosting of the ASEAN Chairmanship taking place largely in FY2018.

Development Expenditure

Development expenditure for FY2018 is projected to be $26 million, a decrease of $3.50 million or 11.9% over the revised FY2017 expenditure of $29.50 million. This decrease is mainly due to fewer development projects in FY2018.

Total Expenditure by Programme

Code	Programme	Running Costs	Transfers	Operating Expenditure	Development Expenditure	Total Expenditure
N-A	Foreign Affairs	381,499,500	95,002,500	476,502,000	26,000,000	502,502,000
	Total	$381,499,500	$95,002,500	$476,502,000	$26,000,000	$502,502,000

Development Expenditure by Project

Project Title	Total Project Cost	Actual Expenditure Up to end of FY2015	Actual FY2016	Estimated FY2017	Revised FY2017	Estimated FY2018
DEVELOPMENT EXPENDITURE	...	...	$53,138,458	$39,981,800	$29,500,000	$26,000,000
GOVERNMENT DEVELOPMENT	*...*	*...*	*53,138,458*	*39,981,800*	*29,500,000*	*26,000,000*
Foreign Affairs Programme						
HQ Building Projects	...	...	3,829,855	11,000,000	9,000,000	11,500,000
ICT Projects	...	...	11,522,963	2,981,800	3,229,300	3,241,000
Overseas Properties Projects	...	...	31,081,380	24,000,000	10,500,000	5,500,000
Minor Development Projects	...	...	6,704,260	2,000,000	6,770,700	5,759,000

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 reliable partner
- Prompt and effective consular services for Singaporeans

Key Performance Indicators

Desired Outcome	Performance Indicator	Actual FY2016/ Revised FY2017	Estimated FY2018
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 April 2016 to March 2018 for bilateral visits, as well as to attend various multilateral meetings. Then-President Tony Tan made State Visits to Cambodia, the Czech Republic, Germany, the Holy See, Italy, Japan, Laos, Mexico, Norway and Poland. PM visited Australia, China, Malaysia, India, Indonesia, Israel, Japan, Jordan, Mongolia, Myanmar, the Palestinian Territories, Sri Lanka, the US, Turkey, Vietnam and attended the 24th and 25th APEC Economic Leaders' Meetings (AELM) in Lima, Peru and Danang, Vietnam respectively, the 11th and 12th G20 Leaders' Summits in Hangzhou, China, and Hamburg, Germany respectively, the ASEAN-Russia Commemorative Summit in Sochi, Russia, the 11th Asia-Europe Meeting (ASEM) Summit in Ulaanbaatar, Mongolia, the 28th and 29th ASEAN Summits and Related Summits in Vientiane, Laos, the 30th and 31st ASEAN Summit in Manila, Philippines, the ASEAN-India Commemorative Summit in New Delhi, India and the 4th Nuclear Security Summit in Washington DC, USA. Then-President Tan and PM also visited Thailand to pay their respects to the late King Bhumibol Adulyadej. DPM Teo Chee Hean visited Australia, Brunei, Malaysia, Ethiopia, Indonesia, China, France, South Africa, Thailand, the US and Vietnam, and attended the Indian Ocean Rim Association (IORA) Leaders' Summit in Indonesia; while DPM Tharman Shanmugaratnam visited Belgium, China, Denmark, Germany, India, Italy, Japan, France, Mauritius, Russia, South Africa, the UK, the US, Argentina and Mexico. ESM's trips included China, Japan, Kazakhstan and Myanmar. Minister (Foreign Affairs) Dr Vivian Balakrishnan visited Australia, Argentina, Bhutan, China, Germany (for the G20 Foreign Ministers' Meeting), India, Indonesia, Japan, Laos, Malaysia, Myanmar, New Zealand, Oman, Spain, Turkey, Thailand, the UAE, the US, and Vietnam, and attended various multilateral forums such as the 71st and 72nd United Nations (UN) General Assemblies, the 2017 World Economic Forum Annual Meeting in Davos, Switzerland, the 13th ASEM Foreign Ministers' Meeting in Nay Pyi Taw, Myanmar, and ASEAN-related meetings such as the 28th and 29th ASEAN Summits in Vientiane, Laos in September 2016; and the ASEAN Foreign Ministers' Retreat in Boracay, Philippines in February 2017; the Special ASEAN-US Foreign Ministers' Meeting in Washington DC in May 2017; the ASEAN Foreign Ministers' Meeting and Related Meetings in Manila, Philippines in August 2017; as well as the 30th and 31st ASEAN Summits in Manila, Philippines in April and November 2017 respectively. Then-SMS (Foreign Affairs) and subsequently then-2Minister (Foreign Affairs) Josephine Teo visited Austria, China, France, Japan, Kenya, Mozambique, the Republic of Korea (ROK), South Africa, the US, and Vietnam; and	We will continue to maintain good relations with Malaysia, and explore new areas of mutually-beneficial cooperation including the strengthening of connectivity and business linkages. We will also continue to build on our engagements at the state-level, and enhance people-to-people and cultural exchanges. We will continue to closely engage Brunei to maintain the strong momentum of high-level exchanges, and further enhance our special relationship. We will continue to engage and strengthen our relations with Indonesian President Joko Widodo (Jokowi) and his Administration. We will build on the positive momentum from 2017's commemorative events to mark the 50th anniversary of the establishment of Singapore-Indonesia relations. We will also continue to explore ways to strengthen our economic linkages with Indonesia, including through collaboration with 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. We will work to strengthen our robust and mutually beneficial relations with the US across the economic, defence and security spheres. We will maintain the momentum of high-level exchanges and strengthen our collaboration with the US through mechanisms such as the US-Singapore Strategic Partnership Dialogue and the US-Singapore Third Country Training Programme. We will also promote greater people-to-people exchanges through the US-Singapore Summer Exchange Scholarship Programme. We will continue our engagement of the People's Republic of China's (PRC) Central and provincial leaders (including the Special Administrative Regions) through high-level visits, especially given the leadership reshuffle post-19th CPC National Congress and the 2018 *Lianghui*. We will continue to support key bilateral mechanisms, including the Joint Council for Bilateral Cooperation, Singapore-China Forum on Leadership the Singapore-China Forum on Social Governance, as well as the new Singapore-China Legal and Judicial Roundtable. We will also continue to deepen cooperation in existing fields including financial cooperation and human resource development, while exploring new areas to enhance our relevance to China's developmental priorities such as its Belt and Road Initiative. We will continue to (i) implement the Chongqing Connectivity Initiative, our third G-to-G project with China;

Desired Outcome	Performance Indicator	Actual FY2016/ Revised FY2017	Estimated FY2018
		SMS (Foreign Affairs) Dr Maliki Osman visited Bangladesh, Bahrain, Botswana, Brunei, Ethiopia, India, Israel, Jordan, the Palestinian Territories, Luxembourg, Malaysia, Nepal, Oman, Qatar, the ROK, Indonesia, Namibia, South Africa and Switzerland, and attended the 16th and 17th IORA Council of Ministers Meeting in Indonesia and South Africa respectively, and the 17th Non-Aligned Movement Summit in Venezuela, the 28th and 29th APEC Ministerial Meetings in Peru and Vietnam respectively, the 8th Forum for East Asia-Latin America Cooperation (FEALAC) Foreign Ministers' Meeting in Busan, ROK and accompanied PM to the 11th ASEM Summit in Ulaanbaatar Mongolia. MOS (Foreign Affairs) Sam Tan visited Finland and will visit Japan for the 19th Singapore-Kagoshima Conference. Then-Speaker of Parliament Mdm Halimah Yacob visited Australia, Hungary, and Mexico and attended the 37th ASEAN Inter-Parliamentary Assembly (AIPA) in Nay Pyi Taw, Myanmar. Chief Justice Sundaresh Menon visited China to co-chair the inaugural Singapore-China Legal and Judicial Roundtable. There was a steady stream of visits by foreign dignitaries. Singapore hosted State Visits from Brunei, France, Germany, Indonesia, Egypt, Panama, the Philippines, Switzerland, and Vietnam. We also hosted visits by the Crown Prince of Brunei, President of Madagascar, Princess Maha Chakri Sirindhorn of Thailand, King of Tonga, the Prince of Wales and the Duchess of Cornwall, former UN Secretary-General Ban Ki Moon, Chairman of the Board of the Eurasian Economic Union Tigran Sargsyan, Prime Ministers of Albania, Australia, Bhutan, Denmark, Estonia, Hungary, Luxembourg, Malaysia, Jamaica, the Netherlands, Norway, Sri Lanka, Thailand, Turkey and the UK, Myanmar State Counsellor Aung San Suu Kyi, the Deputy Prime Ministers of Ireland and Mauritius, the Chief Executive of Hong Kong Special Administrative Region Mrs Carrie Lam, Vice President of the Council of Ministers of Cuba, the First Deputy Prime Minister of Belarus and the Speaker of the ROK. Japanese Prime Minister Shinzo Abe attended the Lying-in-State of former President S R Nathan. Other significant visits included those by the foreign ministers of Australia, Bangladesh, Brazil, Canada, China, Costa Rica, Greece, Hungary, Indonesia, Kosovo, Laos, Lithuania, Norway, the Philippines, Qatar, Timor-Leste, Ukraine, Argentina, and Brazil, the Canadian Minister of Defence, US Secretary of Defence, Director-General of the International Atomic Energy Agency (IAEA), Director-General of the Organisation for the Prohibition of Chemical Weapons (OPCW), Communist Party of China (CPC) Politburo Member and Central Organisation Department Minister Zhao Leji for the 6th Singapore-China Forum on Leadership, as well as CPC Politburo Member and Political and Legal Affairs Commission Secretary Meng Jianzhu for the 3rd Singapore-China Social Governance Forum. There were also two high-level Congressional visits from the US. Singapore also hosted the 10th meeting of the Singapore-Australia Joint Ministerial Committee. We maintained intensive diplomatic engagement with our immediate neighbours and other Southeast Asian countries. PM visited Malaysia twice in 2016. The first visit was in July 2016 for the signing of the MOU on the Kuala Lumpur (KL)-Singapore High Speed Rail (HSR). The second visit was for the 7th Singapore-Malaysia Leaders' Retreat hosted by Malaysia in December 2016. There were three key deliverables in the 2016 Retreat: (i) the signing of the HSR Bilateral Agreement (BA); (ii) the endorsement of the technical arrangements for the Johor Bahru (JB)-Singapore Rapid Transit System (RTS) Link; and (iii) the announcement of a new Triennial Cultural Showcase, following the success of Titian Budaya in 2015. The signing of the HSR BA is a historic moment in bilateral relations and reflects both	and ensure the continued development of our first two G-to-G projects, the Suzhou Industrial Park and the Sino-Singapore Tianjin Eco-city that is commemorating its 10th anniversary in 2018; (ii) negotiate an early conclusion of a substantive CSFTA upgrade; and (iii) implement the MOU on jointly building the Silk Road Economic Belt and the 21st Century Maritime Silk Road. We will continue to build up relations with key regional partners like Japan and the ROK, including through exchanges of high-level visits. We will also continue to build our links with Japanese and ROK personalities through our invitation programmes, such as the Raffles Programme, Temasek Programme and ROK Director-Generals Visit Programme. We will also maintain our bilateral track 1.5 platforms such as the Japan-Singapore Symposium and the Korea-Singapore Forum. We will continue to improve on our joint technical assistance programme, the Japan-Singapore Partnership Programme for the 21st Century (JSPP21), to address emerging development challenges and remain relevant in the coming decades. We will continue working closely with Australia to implement the CSP 10-year Roadmap, and with New Zealand to conclude discussions on the Enhanced Partnership. The India-Singapore Strategic Partnership provides a roadmap for both sides to continue to broaden and deepen ties in areas such as defence, economic and cultural cooperation, skills development and capacity building. Together with continued high-level exchanges and collaboration with selected Indian states, this will take bilateral relations to new heights. We will also continue to build ties with other South Asian countries and explore opportunities for mutually beneficial collaboration in areas including economic cooperation. We will continue to engage and strengthen ties with key EU member states including through exchanges of high-level visits. We will continue to work with the EU institutions and EU Member States to seek the expeditious ratification of the EU-Singapore Free Trade Agreement (EUSFTA) and the EU-Singapore Partnership and Cooperation Agreement (ESPCA) which remain our priorities. We will also tap our strong links with European countries to advance our economic interests, and seek new opportunities for cooperation. We are also negotiating an EU-ASEAN Comprehensive Air Transport Agreement, which will facilitate greater people flow through enhanced air connectivity between the two regions. 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 Inter-Governmental Commission (IGC) and Russia-Singapore Business Forum (RSBF). For Turkey, we will maintain high-level exchanges and strengthen our economic interests as the Turkey-Singapore Free Trade Agreement (TRSFTA) enters into force, as well as make progress on an enhanced bilateral air services agreement. We will continue to strengthen our good relations with the Middle Eastern, Central Asian and North African countries through regular high-level exchanges and G-to-G institutional platforms. We will continue to provide technical assistance where opportune, particularly through study visits and our capacity building centres in Jordan, Oman and Qatar. We will continue to work closely with our economic agencies to identify new opportunities, leverage on existing platforms such as the Abu Dhabi-Singapore Joint Forum and the Singapore-Oman Joint Committee, as well as to ensure that the Gulf Cooperation Council (GCC)-

Desired Outcome	Performance Indicator	Actual FY2016/ Revised FY2017	Estimated FY2018
		countries' commitment to the marquee bilateral project, which will bring Singapore and Malaysia even closer together, improve connectivity, deepen people-to-people ties and catalyse further economic cooperation. Singapore hosted the 8th Leaders' Retreat on 16 January 2018. The Leaders witnessed the signing of (i) the Rapid Transit System (RTS) Link Bilateral Agreement (BA); and (ii) the Memorandum of Understanding between the Government of Malaysia and the Government of the Republic of Singapore on Cooperation in the Field of Education. The RTS Link BA is the second cross-border rail agreement that the two countries have signed in two years, which bears testament to the excellent cooperation between Malaysia and Singapore. The 9th Leaders' Retreat will be hosted by Malaysia later in 2018. DPM Teo visited Malaysia in August 2016 for bilateral meetings and to keep up ties with the Malaysian leadership. DPM Teo visited Johor in August 2017 as PM's Special Representative to attend the wedding of Tunku Tun Aminah, the daughter of the Sultan of Johor. Minister (Foreign Affairs) Dr Vivian Balakrishnan visited Sabah in April 2016 where he hosted a thank you reception to convey the Singapore Government's appreciation to the Federal and Sabah authorities who were involved in the search, rescue and recovery efforts during the Sabah earthquake in June 2015. SMS (Foreign Affairs) Dr Maliki Osman kept up our regional engagement of Malaysian States with visits to Selangor and Negeri Sembilan in August 2016, and Malacca and KL in March 2017. On 2 February 2017 and 30 June 2017, Malaysia filed two applications respectively for revision and interpretation of the International Court of Justice's (ICJ) Judgment of 23 May 2008 on sovereignty over Pedra Branca, Middle Rocks and South Ledge. Singapore filed its Written Observations in response to Malaysia's applications on 24 May 2017 and 30 October 2017 respectively. Both countries have affirmed their commitment to resolving these matters in accordance with international law. In November 2016, PM participated in the first Leaders' Retreat with President Joko Widodo held in Semarang, Indonesia. Both leaders witnessed the official opening of the Kendal Industrial Park (KIP), a joint venture project between SembCorp Development and PT Kawasan Industri Jababeka. Several MOUs in the field of tourism, skills training and smart city development were also signed. Singapore and Indonesia celebrated 50 years of diplomatic relations in 2017, under the slogan "RISING50". As part of the RISING50 year, there were numerous high-level visits to Indonesia. SMS (Foreign Affairs) continued our engagement of the Indonesian provinces with visits to Riau and Jambi in July 2017. DPM Teo visited Jakarta in August 2017, and Minister (Foreign Affairs) visited Batam and Medan in August 2017, where Minister (Foreign Affairs) also officiated the upgrading of the Singapore Consulates in Medan and Batam to Consulates-General. President Joko Widodo visited Singapore for the Singapore-Indonesia Leaders' Retreat on 7 September 2017, which coincided with the exact date of the establishment of diplomatic relations between Singapore and Indonesia 50 years ago. With Brunei, we hosted the Sultan's fourth State Visit from 5 to 6 July 2017, during which both leaders commemorated the 50th anniversary of the Currency Interchangeability Agreement with the launch of commemorative S$50 and B$50 notes, and officiated the opening of a co-curated exhibition on Singapore-Brunei ties. PM attended the Golden Jubilee celebration of the Sultan's accession to the throne from 5 to 7 October 2017. Singapore hosted the 4th Young Leaders' Programme (YLP) in November 2016, aimed at building links between the younger generation of Singaporean and Bruneian leaders. DPM Teo led a delegation to Brunei for the 5th YLP from 3 to 5 November 2017. There was also a high momentum of visits from and meetings with other influential Bruneian royals and	Singapore FTA (GSFTA) is fully implemented. We will also work with the agencies to ensure a more focussed agenda for key GCC accounts, including the revamp of the Singapore-Qatar High Level Joint Committee and the Establishment of the Singapore-UAE Enhanced and Comprehensive Partnership. We will continue to support MTI in its negotiations on the EAEU-FTA. For Latin America and the Caribbean, we will continue to strengthen relations through high-level interactions, and by using our existing tools of engagement, including our Pacific Alliance (PA) Associate Membership and the ongoing negotiations on a PA-Associate Members FTA, a Singapore-Mercosur FTA, and the Singapore Cooperation Programme (SCP) to identify new opportunities for collaboration. As our political and economic interests in Sub-Saharan Africa continue to grow, we will continue to deepen our engagement of the region in coordination with our economic agencies and stakeholders.

Desired Outcome	Performance Indicator	Actual FY2016/ Revised FY2017	Estimated FY2018
		leaders from April 2016 to March 2018, including Princess Masna, Prince Malik, Energy and Industry Minister Pehin Yasmin Umar, Education Minister Pehin Suyoi Osman, Primary Resources and Tourism Minister Dato Ali Apong, Minister at the Prime Minister's Office and Second Minister of Foreign Affairs and Trade Lim Jock Seng, Deputy Minister at the Prime Minister's Office Dato Roselan Daud, and Deputy Minister of Foreign Affairs and Trade Dato Erywan Yusof. We have kept our relations with other partners in Southeast Asia on an even keel by strengthening institutional engagement through mechanisms like the Singapore-Thailand Civil Service Exchange Programme, the Singapore-Thailand Enhanced Economic Relationship Ministerial Meeting, the Singapore-Vietnam Connectivity Ministerial Meeting, and the Singapore-Myanmar Joint Ministerial Working Committee. We also hosted Ministerial customised study visits to share Singapore's experience in education and urban development. We made progress in deepening economic integration and strengthening people-to-people ties. A mutual waiver of visa requirements for Singapore and Myanmar ordinary passport holders was implemented from December 2016. We signed an Avoidance of Double Taxation Agreement (DTA) with Cambodia and completed the ratification of our DTA with Laos. We made headway on our interests in connectivity with the launch of direct Silkair flights between Singapore and Laos, and by securing own stopover rights on the Singapore-Yangon-Mandalay route on a trial basis. Our relations with the US, China, Japan, the ROK, and EU have also been strengthened. Singapore and the US marked 50 years of diplomatic relations in 2016. PM's Official Visit to Washington DC from 31 July to 3 August 2016 was the first with a State Dinner hosted for a Singapore PM since 1985. We signed MOUs on cybersecurity and the establishment of a Collaboration Platform to promote cooperation between US and Singapore companies in third-party markets. Both sides extended the bilateral Law Enforcement, and Homeland Security and Safety Cooperation Dialogue and announced the US-Singapore Summer Exchange Scholarship Programme which will fund 100 students (10 each from Singapore and the US for 5 years) and which commenced in 2017. We have made a concerted effort to actively engage and develop links with the Donald Trump Administration. PM had three telephone conversations with Trump (in December2016 and April and August 2017), and had a meeting with Trump on the sidelines of the G20 Hamburg Summit in July 2017. PM made an Official Working Visit to Washington DC from 21 to 26 October 2017 at Trump's invitation, where PM was the first Southeast Asian leader to be offered the use of Blair House and a Joint Press Conference in the Rose Garden under the Trump Administration. Since January 2017, our Political Office-Holders have made 17 standalone visits to the US. We also welcomed four Congressional Delegations to Singapore (in February, June and October) and Secretary of Defense James Mattis, who attended the 2017 Shangri-La Dialogue in June. In February 2017, DPM Teo Chee Hean co-chaired the 13th Joint Council for Bilateral Cooperation (JCBC) with PRC Politburo Standing Committee Member and Vice Premier Zhang Gaoli. DPM Teo was accompanied by 11 POHs. Four MOUs were co-witnessed by DPM Teo and Vice Premier Zhang, and both sides agreed to include the Belt and Road initiative as a regular item in the JCBC agenda and explore closer cooperation in infrastructure development, financing and human resource development. This is in line with our "All-Round Cooperative Partnership Progressing with the Times" with China, which was established in 2015. 2016 also marked	

Desired Outcome	Performance Indicator	Actual FY2016/ Revised FY2017	Estimated FY2018
		the 50th Anniversary of Singapore-Japan Diplomatic Relations (SJ50), which saw a series of high-level visits to Japan, including President's State Visit and PM's Official Visit wherein we exchanged a range of MOUs/MOCs in education, trade and investment, urban development, culture, and research and development. PM also received the posthumous award of the Grand Cordon of the Order of the Paulownia Flowers on behalf of the late PM Mr Lee Kuan Yew. Singapore maintains good relations with the ROK, having hosted a visit by the Speaker of the 20th National Assembly Chung Sye-kyun in March 2017. We continue to engage the Moon Jae-in Administration. 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, in particular the governments of EU Member States and members of the European Parliament. We continue to build on our relations with emerging markets such as Russia and Turkey. The Turkey-Singapore Free Trade Agreement (TRSFTA) entered into force on 1 October 2017. Good progress has been made on the Eurasian Economic Union (EAEU)-Singapore FTA discussions. Following the completion of the Joint Feasibility Study for the FTA, FTA negotiations were launched in August 2017. Following the UK's decision to leave the EU, Singapore has announced its interest to negotiate an FTA with the UK when the latter is ready. PM also made a bilateral visit to Germany in July 2017, in conjunction with the G20 Summit in Hamburg, at the invitation of Chancellor Angela Merkel. Following the State Visit by French President Francois Holland to Singapore in March 2017, both countries declared 2018 as the Singapore-France Year of Innovation (YOI). With Australia, a transformative package of new bilateral initiatives across trade, defence, innovation and people-to-people sectors was announced in May 2016, giving effect to the Comprehensive Strategic Partnership (CSP) signed in June 2015 to elevate Singapore-Australia ties. Key agreements of the package were signed during PM's visit to Australia in October 2016 for the inaugural Leaders' Summit under the CSP. These included the Agreement to Amend the Singapore-Australia FTA (SAFTA) following the 3rd SAFTA Review, which will deepen bilateral economic integration, and the MOU on Military Training and Training Area Development, which secures Singapore's key CSP objective of enhanced defence training access in Australia for 25 years, and the MOU on Cooperation on Innovation and Science. There continues to be good momentum in the implementation of the CSP 10-year Roadmap. We are also working to upgrade the bilateral relationship with New Zealand through the Singapore-New Zealand Enhanced Partnership, launched in April 2017, which will deepen cooperation across the defence, economic, science and innovation, and people-to-people sectors. We have deepened our engagement of South Asia, the Middle East, Africa, Latin America and the Pacific Island States (PIS). Since signing the India-Singapore Strategic Partnership in November 2015, we have worked closely with India in the area of smart cities and skills development. Minister (Foreign Affairs) witnessed the signing of agreements to launch the North East Skills Centre in Guwahati, Assam on 1 November 2017. We are also working with the government of Andhra Pradesh in the development of its new capital city, Amaravati. We continued to work towards the expeditious conclusion of negotiations on the Sri Lanka-Singapore FTA. Political and economic engagement of other growing economies	

Desired Outcome	Performance Indicator	Actual FY2016/ Revised FY2017	Estimated FY2018
		in Sub-Saharan Africa have expanded. In August 2016, we hosted the 2nd Sub-Saharan Africa High-Level Ministerial Exchange Visit, which was attended by Ministers from 10 Sub-Saharan African countries (Botswana, Cabo Verde, Ethiopia, Ghana, Mauritius, Mozambique, South Africa, Tanzania, Uganda and Zimbabwe). Relations between Singapore and the Gulf Cooperation Council (GCC) countries remain strong. Notably, Qatar Emir Sheikh Tamim Al Thani visited Singapore on 17 Oct 2017, which was the third State Visit by Qatar. We continued to work with our economic agencies for the full implementation of the Gulf Cooperation Council (GCC)-Singapore FTA. We continued to strengthen economic links and explored opportunities for our companies in the GCC, Egypt and Iran. We stepped up our engagement of Kazakhstan, and MFA and MTI successfully wrapped up Singapore's participation in EXPO 2017, which was held in Astana, in September. We have continued our political engagement of and supported our economic agencies' outreach to key Latin American accounts. This included the hosting of several high-level incoming visits, and President's State Visit to Mexico in June 2016; the first visit by a Singapore Head of State to Latin America. With the Pacific Island States (PIS), we hosted the second High-Level Study Visit in February 2017, which was attended by Ministerial-level representatives from 12 PIS (Solomon Islands, Vanuatu, Palau, Federated States of Micronesia, Marshall Islands, Tonga, Nauru, Cook Islands, Niue, Samoa, Tuvalu and Papua New Guinea) and Timor-Leste.	
Reinforcing international recognition of Singapore as an effective, constructive and reliable partner	2. Work with relevant agencies for strong and robust international and regional mechanisms e.g. ASEAN, ASEAN Plus Three, ASEAN Regional Forum (ARF), Asia Pacific Economic Cooperation (APEC), East Asia Summit (EAS) and Asia-Europe Meeting (ASEM) 3. Advance Singapore's interests and address emerging global concerns through effective bilateral and international cooperation including constructive and principled positions at key international fora	Following the establishment of the ASEAN Community on 31 December 2015, we kept up the momentum of regional integration and continued Community-building through the adoption of the ASEAN Community Vision 2025 and the new Community Blueprints, as well as the Master Plan on ASEAN Connectivity 2025 and Initiative for ASEAN Integration Work Plan III. We continued to support the strengthening of ASEAN's institutions and the streamlining of some of their processes. We made efforts to maintain ASEAN's relevance and position in the evolving regional architecture, and enhanced ASEAN's relations with the major powers and external parties. This included the elevation of ASEAN-US and ASEAN-NZ relations to Strategic Partnerships, and the commemoration of the 25th Anniversary of ASEAN-China Relations in 2016. In 2017, ASEAN commemorated the 40th Anniversary of ASEAN-EU and ASEAN-Canada relations, as well as the 25th anniversary of ASEAN-India relations. As country coordinator for ASEAN-China dialogue relations, Singapore continues to play an objective and constructive role in advancing relations in one of ASEAN's most important Dialogue Partners. Domestically, we continued to engage all stakeholders, in particular our businesses and youth, to raise awareness of the ASEAN Community, particularly in view of ASEAN's 50th anniversary in 2017, and Singapore's ASEAN Chairmanship in 2018. We continue to play a constructive role in the ASEM (Asia-Europe Meeting) process to ensure its continued relevance and sustainability. In July 2016, PM visited Mongolia to attend the 11th ASEM Summit. Singapore was also represented at the 13th ASEM Foreign Ministers' Meeting in Myanmar in November 2017. In addition, we continue to support the Asia-Europe Foundation (ASEF) and its operations, as it celebrates its 20th anniversary this year. During Vietnam's 2017 APEC Chairmanship, we continued to push for closer regional economic integration and work with Vietnam and other economies to shape APEC's agenda and priorities toward and	As the ASEAN National Secretariat and Chair of the ASEAN National Committee, MFA coordinated Singapore's initiatives to commemorate ASEAN's 50th Anniversary in 2017, and collaborated with relevant agencies and stakeholders on the preparations and deliverables for Singapore's ASEAN Chairmanship in 2018. As the incoming ASEAN Chair, Singapore aims to deliver a substantive, meaningful, and forward-looking Chairmanship. We will work closely with ASEAN Member States (AMS) to implement the ASEAN Community Vision 2025 and three Community Blueprints, as well as the Initiative for ASEAN Integration Work Plan III, in order to deepen ASEAN integration and realise a rules-based, people-oriented and people-centred ASEAN Community. The key themes of our chairmanship are Resilience and Innovation. To this end, we will focus on reinforcing ASEAN's political-security resilience; strengthening its economic resilience and innovation; as well as building up the capacity of ASEAN citizens. Singapore will continue to support efforts to reinforce ASEAN Centrality and unity, streamline ASEAN's processes, and promote deeper engagement with external partners with an eye to tackling key transboundary and non-traditional challenges such as climate change, cybersecurity and terrorism. We will continue to play a constructive and key role in reforming ASEM process towards more substantive and concrete cooperation between Asia and Europe. Singapore will continue our active participation in the APEC process, working closely with 2018 APEC Chair PNG and other APEC economies to realise APEC's vision of a stable, integrated, and prosperous community in the Asia-Pacific. Singapore will continue to actively encourage the conclusion and entry into force of the TPP-11 Agreement. We will maintain our active participation at the UN and other international fora to advance our national interests and enhance our global standing and influence. Singapore's positive agenda at the UN is now heavily

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		beyond the Bogor Goals of free and open trade and investment in the Asia-Pacific region by 2020. Following the withdrawal of the US from the Trans Pacific Partnership (TPP) agreement, Singapore continues to participate actively in TPP-11 in order to ensure that regional economic integration does not lose momentum. Singapore participated in the negotiations under the United Nations Framework Convention on Climate Change (UNFCCC). This culminated in the historic signing of the Paris Agreement. The new system established by the Paris Agreement will build upon the existing bifurcated system and incorporate built-in flexibilities (differentiation) based on Parties' capacities, in a progressive direction of "continuous improvement". Exact modalities, procedures and guidelines for the Paris Agreement Work Programme will be developed through technical negotiations from 2016 to 2018. We have maintained Singapore's active engagement and positive agenda with the UN and key international organisations. We continue to participate at the IAEA and in international nuclear safety and security related meetings, and are serving on the IAEA Board of Governors. We continue to play an active role on oceans issues and co-facilitated the outcome document "Call for Action" of the UN High Level Conference to Support the Implementation of Sustainable Development Goal 14 ("Ocean Conference") held in June 2017. Singapore is also the Chair of the Sixth Committee of the 72nd UN General Assembly. We have continued to be actively engaged in international fora such as the International Civil Aviation Organisation (ICAO) and International Maritime Organisation (IMO) as well as in groups such as the Group of 77/China, the Non-Aligned Movement and the Alliance of Small Island States. We successfully secured positions on the ICAO Council and Universal Postal Union Postal Operations Council in October 2016. Singapore is a Council Member of the International Seabed Authority from 2015-2018. 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 and have shared our development successes at the UN. We also raised awareness of major urban challenges such as water and sanitation issues through events like World Toilet Day. Under the Sustainable Development Programme to support the UN's 2030 Agenda for Sustainable Development, Singapore partnered with the UN Development Programme (UNDP) and UN-Habitat, to provide technical assistance and capacity building to developing countries in the areas of leadership and governance, sustainable cities, and water and sanitation solutions. As the Chair of the Inter-Ministry Committee (IMC) on Human Rights, MFA worked closely with the relevant agencies on Singapore's social policies and approach to protecting the human rights of our citizens. As the Chair of the IMC on Export Controls, we also worked closely with relevant agencies to ensure Singapore's compliance with UN Security Council resolutions pertaining to the proliferation of weapons of mass destruction. To advance our interests in deep seabed mining, Singapore participated in the 22nd and 23rd International Seabed Authority (ISA) Sessions in Kingston, Jamaica in July 2016 and August 2017. During the 22nd ISA Session, a Singaporean representative was elected to the ISA Legal and Technical Commission for a five-year term (2017-2021). Singapore continues to engage and collaborate with the World Intellectual Property Organisation (WIPO) and	oriented towards the 2030 Agenda for Sustainable Development and its 17 Sustainable Development Goals (SDGs) to showcase our sustainable development approach and achievements. To profile our commitment to achieving the SDGs, Singapore will participate in a Voluntary National Review at the 2018 UN High-Level Political Forum on sustainable development. Within negotiations under the United Nations Framework Convention on Climate Change (UNFCCC), we will work to maintain the momentum of the implementation of the Paris Agreement. Singapore will participate actively in negotiations on the Paris Agreement, in particular, its modalities, procedures and guidelines, with a view towards finalising them by end-2018. Singapore will chair the Sixth Committee of the 72nd UN General Assembly from September 2017 to October 2018. This appointment complements Singapore's commitment to upholding international rule of law and a rules-based multilateral order. As Singapore is serving on the IAEA Board of Governors from 2016 to 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. Singapore will continue to play an active role in the International Seabed Authority (ISA) as a Member of the ISA Council and a Member of the ISA Legal and Technical Commission. This includes constructive participation in the ISA Council Meetings in Kingston, Jamaica in March and July 2018. Singapore will continue to engage and collaborate with the World Intellectual Property Organisation (WIPO) and the WIPO Singapore Office to build our reputation as a regional hub for intellectual property issues. Singapore will continue our constructive participation in the World Trade Organisation (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). Although Singapore is not a member of the G20, we will continue to contribute constructively to the G20 process under the 2018 Argentine G20 Presidency. We will continue our active engagement of the Arctic Council (AC) as an observer so as to (i) monitor the impact of climate change and the potential opening of new sea routes on Singapore; and (ii) explore opportunities for Singapore businesses. Besides attending key AC meetings and Arctic-related fora, we will also work closely with relevant agencies to bolster our observer credentials. As part of our Indian Ocean engagement, we will continue to participate in the Indian Ocean Rim Association (IORA) to protect our maritime interests and explore opportunities for business development among member states.

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		the WIPO Singapore Office to build our reputation as a regional hub for intellectual property issues. At the WTO, Singapore continues to play an active and important role in supporting the multilateral trading system, through participation in the various WTO processes, including through our role as the Chair of the Committee of Trade and Development Special Sessions. Singapore participated in the informal WTO Ministerial Gatherings in Oslo, Norway in November 2016; and Davos, Switzerland in January 2017, Paris, France in June 2017; and Marrakech, Morocco in October 2017 to profile ourselves as an active player in WTO and drive the agenda of the 11th WTO Ministerial Conference in Buenos Aires, Argentina in December 2017. We will continue to work to entrench Singapore as a key middle-ground player, as well as demonstrate thought leadership on issues of importance to us, such as e-commerce. We will also monitor developments in the Dispute Settlement Board as a third party observer in cases where we have an interest. As an invited guest country during the 2016 Chinese Presidency and the 2017 German Presidency, Singapore participated actively in the G20 process, leading to the Hangzhou Summit in September 2016 and Hamburg Summit in July 2017 respectively. Singapore has been invited to the 2018 Argentine G20 Presidency to participate in the G20 process, including the Buenos Aires Summit from 30 November to 1 December 2018. Singapore has participated actively in the Arctic Council (AC)'s work, and in both AC and other Arctic-related forums. 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. We have also increased our engagement with the Arctic states and Arctic indigenous peoples through bilateral visits and exchanges. MOS (PMO) (MOM) Sam Tan attended the Arctic Circle Greenland Forum, the VI International Meeting of the Representatives of AC States, Observer countries and scientific community, the Arctic Science Ministerial Conference in the US, the 11th Arctic Frontiers' Conference in Norway, and the 4th International Arctic Forum in Russia. We also participated in the 4th Warsaw Format Meeting in Poland, the 12th Conference of Parliamentarians of the Arctic Region (CPAR) in Russia, and the Arctic Circle Assembly in Iceland. Singapore hosted the "Energy Transitions in a Globalised Arctic" Conference, and the Arctic Migratory Birds Initiative Workshop. Singapore has also increased engagement with the 21-member IORA in order to monitor Singapore's interests in the Indian Ocean. We have also participated actively in the Asia Cooperation Dialogue (ACD), a Thai initiative formed in 2002. Coordinating Minister for Infrastructure and Minister for Transport Khaw Boon Wan attended the 2nd ACD Summit in Bangkok in October 2016 as PM's Special Envoy.	

Desired Outcome	Performance Indicator	Actual FY2016/ Revised FY2017	Estimated FY2018
	4. Develop goodwill towards Singapore by sharing our developmental experience with partners through our technical assistance programme	The Singapore Cooperation Programme (SCP) reached a milestone in 2015 when we received our 100,000th participant. To date, more than 116,000 foreign officials from over 170 countries have participated in SCP courses. The SCP continually evolves to address emerging developmental needs and challenges around the world. Three new training themes were introduced in FY2016: building a Smart Nation (in collaboration with the Infocommunications Media Development Authority); cultural and heritage conservation (in collaboration with National Heritage Board); and social cohesion, conflict management and peace building. These themes will profile and share Singapore's expertise and experiences in emerging issues, while broadening the SCP's range of capacity building programmes. In addition, we have re-oriented the SCP to showcase Singapore's support for the UN's Sustainable Development Goals (SDGs) and the efforts of developing countries to achieve them. As part of our UN Sustainable Development Package, we ran two inaugural programmes with UN agencies – the Singapore-UN Habitat international Leaders in Urban Governance Programme (iLUGP) and SIN-UNICEF workshop on Water, Sanitation & Hygiene (WASH). We also collaborated with the Singapore-based UNDP Global Centre for Public Service Excellence (GCPSE) to conduct three courses to promote the strengthening of public institutions and good governance. These collaborations will feature in Singapore's Voluntary National Review of our implementation of the SDGs in 2018. We remain committed to enhancing the human resource capabilities of our ASEAN neighbours. The majority of SCP alumni are from ASEAN countries. Our four Training Centres in Cambodia, Laos, Myanmar and Vietnam continue to deliver over a hundred courses a year under the Initiative for ASEAN Integration (IAI). As Singapore's contribution to the next phase of the IAI work plan, we are in the process of reconfiguring our IAI Centres as integrated development platforms to offer additional capacity building tools beyond training courses to help narrow the intra-regional development gap. The enhanced Singapore Cooperation Centres (SCCs) would also help coordinate development and technical assistance from various Singapore agencies. We run customised courses in response to requests for development assistance. For example, we welcomed delegations from PNA, Afghanistan, Cambodia, Indonesia and Ukraine. We have also signed MOUs with Argentina and Israel to run joint programmes. The first courses with these two new partners took place in FY2017. We ran a series of leadership and executive education programmes in FY2016 which provided an avenue to cultivate POHs (10) and DG to PS levels (94) senior officials. We will continue to profile the SCP in the media to support our larger foreign policy objectives. In 2017, the Japan Singapore Partnership Programme for the 21st Century (JSPP21) celebrated its 20th anniversary and was featured in a Straits Times article. The JSPP21 is the SCP's longest running Third Country Training Programme (TCTP).	The SCP will continue to evolve its suite of capacity building programmes to advance Singapore's regional diplomacy and active contribution in the international space. With an enhanced focus on the Sustainable Development Goals (SDGs) under the UN 2030 Agenda, the SCP will strive to support key SDGs through innovative partnerships with International Organisations and local NGOs. Priority areas of focus in 2018 include digital economy and water and sanitation. We anticipate the successful launch of Singapore Cooperation Centres (SCCs) in Cambodia, Laos, Vietnam and Myanmar to further support the Initiative for ASEAN Integration. New SCP programmes to promote Smart ASEAN in the digital economy and cybersecurity realm will take centre stage during Singapore's ASEAN Chairmanship next year. We intend to renew our Third Country Training Programme (TCTP) with Japan, the Japan-Singapore Partnership Programme for the 21st Century (JSPP21), which will refresh the TCTP to meet the evolving challenges across Southeast Asia and the Pacific.

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Prompt and effective consular services for Singaporeans	5. Timely and effective consular services for Singaporeans – less than 5% negative feedback on consular cases	MFA's consular work has increased in volume and complexity as more Singaporeans travel and work abroad. In 2016, Singaporeans made about 7.5 million overseas trips plus over 16 million overland trips to Malaysia annually. More than 200,000 Singaporeans reside overseas. The MFA Consular Service Counter endorsed some 80,000 documents, serving more than 29,000 customers. MFA has maintained a high-level of service.Our officers – both in HQ and our Overseas Missions – are rostered 24 hours a day so that distressed Singaporeans overseas can get in touch with MFA and vice versa. For example, we extended assistance to two Singaporean boat captains during their prolonged detention in Indonesia after they were arrested by Indonesian authorities in 2016 for allegedly illegal fishing in Indonesian waters without a permit. We helped to resolve a case involving the kidnapping of two Singaporeans in Beijing in June 2017. We deployed officers to Labuan Bajo in eastern Indonesia in July 2017 to facilitate the search for a missing Singaporean diver. We deployed an officer to support the Next-of-Kin of a Singaporean who passed away in a skydiving incident in Sydney, Australia in July 2017. We deployed an officer to support the family of a Singaporean couple who passed away in a tragic car accident in Christchurch, New Zealand in May 2017. MFA has continued to embrace best practices, new technologies and other innovative solutions to provide timely and efficient consular assistance. We launched AskJamie@MFA, on both the MFA website and MFA@SG mobile app to address routine consular queries from the public, with the aim of helping the public find relevant information easily. We also incorporated a Safety Check function into our app, which will be activated during a crisis or emergency to help us contact registrants in urgent need of help. We are improving our website to provide useful and timely information to travellers as well as learning best practices from other consular services.	MFA will continue to provide prompt and effective consular services for Singaporeans by leveraging technology, working with relevant private and public sector players to enhance our public outreach and service delivery, and engaging other consular services to learn best practices and understand emerging trends. As part of the WOG approach, MFA will leverage the Smart Nation Initiative and work with relevant agencies such as Govtech, ICA and MHA to further digitise the delivery of consular and immigration-related services to the public. One of our priorities is to work with Govtech to finalise the MFA Chatbot, which can interact with users through conversational channels on social media platforms such as Facebook Messenger and allow users to eRegister their travels with MFA and perform Safety Checks.