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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

#### FY2021 EXPENDITURE ESTIMATES

##### Expenditure Estimates by Object Class

Code	Object Class	Actual FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021	Change Over FY2020	
	<b>TOTAL EXPENDITURE</b>	<b>\$451,320,347</b>	<b>\$447,429,100</b>	<b>\$403,308,500</b>	<b>\$433,887,900</b>	<b>\$30,579,400</b>	<b>7.6%</b>
	Main Estimates						
	<b>OPERATING EXPENDITURE</b>	<b>\$435,597,634</b>	<b>\$435,929,100</b>	<b>\$395,308,500</b>	<b>\$421,387,900</b>	<b>\$26,079,400</b>	<b>6.6%</b>
	<i>RUNNING COSTS</i>	<i>\$341,868,004</i>	<i>\$343,057,100</i>	<i>\$313,256,900</i>	<i>\$339,813,700</i>	<i>\$26,556,800</i>	<i>8.5%</i>
	<b>Expenditure on Manpower</b>	<b>\$183,714,272</b>	<b>\$187,719,400</b>	<b>\$175,775,600</b>	<b>\$188,809,000</b>	<b>\$13,033,400</b>	<b>7.4%</b>
1200	Political Appointments	1,673,914	1,588,000	1,445,200	2,034,700	589,500	40.8
1500	Permanent Staff	163,637,350	166,775,700	156,514,700	166,660,400	10,145,700	6.5
1600	Temporary, Daily-Rated & Other Staff	18,403,008	19,355,700	17,815,700	20,113,900	2,298,200	12.9
	<b>Other Operating Expenditure</b>	<b>\$158,153,732</b>	<b>\$155,337,700</b>	<b>\$137,481,300</b>	<b>\$151,004,700</b>	<b>\$13,523,400</b>	<b>9.8%</b>
2100	Consumption of Products & Services	127,219,064	124,169,100	118,941,100	122,953,800	4,012,700	3.4
2300	Manpower Development	7,839,683	8,265,200	6,309,000	9,815,400	3,506,400	55.6
2400	International & Public Relations, Public Communications	19,649,803	18,897,400	8,312,300	13,978,000	5,665,700	68.2
2700	Asset Acquisition	1,225,528	1,239,000	1,334,300	1,346,100	11,800	0.9
2800	Miscellaneous	2,219,655	2,767,000	2,584,600	2,911,400	326,800	12.6
	<i>TRANSFERS</i>	<i>\$93,729,630</i>	<i>\$92,872,000</i>	<i>\$82,051,600</i>	<i>\$81,574,200</i>	<i>-\$477,400</i>	<i>-0.6%</i>
3600	Transfers to Institutions & Organisations	7,535,877	9,603,400	9,149,100	8,479,600	-669,500	-7.3
3800	International Organisations & Overseas Development Assistance	86,193,753	83,268,600	72,902,500	73,094,600	192,100	0.3

Code	Object Class	Actual FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021	Change Over FY2020	
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>\$3,694,651</b>	<b>\$14,180,000</b>	<b>\$5,400,000</b>	<b>\$6,450,000</b>	<b>\$1,050,000</b>	<b>19.4%</b>
4600	Loans and Advances (Disbursement)	3,694,651	14,180,000	5,400,000	6,450,000	1,050,000	19.4
	Development Estimates						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>\$15,722,714</b>	<b>\$11,500,000</b>	<b>\$8,000,000</b>	<b>\$12,500,000</b>	<b>\$4,500,000</b>	<b>56.3%</b>
5100	Government Development	15,722,714	11,500,000	8,000,000	12,500,000	4,500,000	56.3

## Establishment List

Category/Personnel	Actual FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021
<b>POLITICAL APPOINTMENTS</b>	<b>4</b>	<b>4</b>	<b>3</b>	<b>3</b>
Minister	1	1	2	2
Senior Minister of State	1	1	1	1
Minister of State	1	1	0	0
Senior Parliamentary Secretary	1	1	0	0
<b>PERMANENT STAFF</b>	<b>934</b>	<b>1,087</b>	<b>1,090</b>	<b>1,108</b>
Accounting Profession (2008)	3	3	3	3
Administrative	3	6	6	6
Foreign Service (2002)	564	658	663	672
Foreign Service Administration Specialist Scheme	335	387	385	394
Home Affairs Services - ICA Senior Scheme	9	9	9	9
Home Affairs Services - ICA Specialist Scheme	8	9	9	9
Language Executive Scheme (2008)	0	1	1	1
Legal	1	1	1	1
Management Executive Scheme (2008)	1	1	1	1
Management Support Scheme (Language Officer)	2	2	2	2
Operations Support	8	10	10	10
<b>TEMPORARY, DAILY-RATED &amp; OTHER STAFF</b>	<b>482</b>	<b>534</b>	<b>516</b>	<b>527</b>
Locally Recruited Staff	482	534	516	527
<b>OTHERS</b>	<b>10</b>	<b>17</b>	<b>21</b>	<b>21</b>
Government Technology Agency (Sites)	10	17	21	21
<b>TOTAL</b>	<b>1,430</b>	<b>1,642</b>	<b>1,630</b>	<b>1,659</b>

## **FY2020 BUDGET**

The revised FY2020 expenditure of the Ministry of Foreign Affairs (MFA) is \$403.31 million. This is a decrease of \$48.01 million or 10.6% compared to the actual FY2019 expenditure of \$451.32 million.

### ***Operating Expenditure***

The revised FY2020 operating expenditure is \$395.31 million, a decrease of \$40.29 million or 9.2% compared to the actual FY2019 expenditure of \$435.60 million. The decrease is mainly due to the postponement and cancellation of planned activities as a result of the COVID-19 pandemic in FY2020.

### ***Development Expenditure***

The revised FY2020 development expenditure is \$8.00 million, a decrease of \$7.72 million or 49.1% compared to the actual FY2019 expenditure of \$15.72 million. The decrease is due to more projects with accounts finalised in FY2019, and planned projects in FY2020 being delayed due to the COVID-19 pandemic.

### ***Other Consolidated Fund Outlays***

The revised FY2020 advances is \$5.40 million. It is mainly to meet ad-hoc cashflows required in the overseas operations of the Ministry.

## **FY2021 BUDGET**

The FY2021 total expenditure of MFA is projected to be \$433.89 million, an increase of \$30.58 million or 7.6% over the revised FY2020 expenditure of \$403.31 million. Of this, \$421.39 million or 97.1% is for operating expenditure and \$12.50 million or 2.9% is for development expenditure.

### ***Operating Expenditure***

Operating expenditure for FY2021 is projected to be \$421.39 million, an increase of \$26.08 million or 6.6% over the revised FY2020 expenditure of \$395.31 million. Of this, \$339.81 million or 80.6% is for running costs and \$81.58 million or 19.4% is for transfers. The increase in operating expenditure is mainly due to there being no provision of Annual Variable Component in FY2020 and partial resumption of activities that were previously postponed in FY2020 due to the COVID-19 pandemic.

### ***Development Expenditure***

Development expenditure for FY2021 is projected to be \$12.50 million, an increase of \$4.50 million or 56.3% over the revised FY2020 expenditure of \$8.00 million. The increase in FY2021 is mainly due to the resumption of development projects delayed by the COVID-19 pandemic.

### ***Other Consolidated Fund Outlays***

Advances for FY2021 is projected to be \$6.45 million. This is mainly to meet ad-hoc cashflows required in the overseas operations of the Ministry.

**Total Expenditure by Programme**

Code	Programme	Running Costs	Transfers	Operating Expenditure	Development Expenditure	Total Expenditure
N-A	Foreign Affairs	339,813,700	81,574,200	421,387,900	12,500,000	433,887,900
	<b>Total</b>	<b>\$339,813,700</b>	<b>\$81,574,200</b>	<b>\$421,387,900</b>	<b>\$12,500,000</b>	<b>\$433,887,900</b>

**Development Expenditure by Project**

Project Title	Total Project Cost	Actual Expenditure Up to end of FY2018	Actual FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021
<b>DEVELOPMENT EXPENDITURE</b>	...	...	<b>\$15,722,714</b>	<b>\$11,500,000</b>	<b>\$8,000,000</b>	<b>\$12,500,000</b>
<i>GOVERNMENT DEVELOPMENT</i>	...	...	<i>15,722,714</i>	<i>11,500,000</i>	<i>8,000,000</i>	<i>12,500,000</i>
<b>Foreign Affairs Programme</b>						
ICT Projects	...	...	2,509,130	1,150,000	1,625,000	1,000,000
Overseas Properties Projects	...	...	4,014,295	4,500,000	2,000,000	6,200,000
Minor Development Projects	...	...	5,044,044	5,850,000	3,825,000	5,300,000
Completed Projects	...	...	4,155,244	0	550,000	0

## 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 FY2019/ Revised FY2020	Estimated FY2021
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	<p>Before COVID-19-related travel restrictions were implemented, our leaders travelled widely for bilateral visits, as well as to attend various multilateral meetings. President Halimah Yacob made State Visits to Germany, Indonesia, Kuwait, the Kingdom of Saudi Arabia (KSA), and the Philippines. President also visited Japan, and attended the Conference on Dialogue of Asian Civilisations in Beijing, China. PM Lee Hsien Loong visited Armenia, China, Indonesia, Malaysia, the Republic of Korea (ROK) and the US. PM Lee Hsien Loong attended the 14<sup>th</sup> G20 Leaders' Summit in Osaka, Japan, the 50<sup>th</sup> World Economic Forum (WEF) Annual Meeting in Davos, Switzerland, the 34<sup>th</sup> and 35<sup>th</sup> ASEAN Summits in Bangkok, Thailand, and the ASEAN-ROK Commemorative Summit in the ROK. DPM Heng Swee Keat visited Brunei, China, Malaysia, India and the US, and attended the WEF India Economic Summit, the 14<sup>th</sup> G20 Leaders' Summit in Osaka and the 25<sup>th</sup> Nikkei Conference in Osaka, Japan. He also co-chaired the 15<sup>th</sup> Joint Council for Bilateral Cooperation in Chongqing, Beijing and Tianjin, China. SM Teo Chee Hean visited Brunei, China, Indonesia, Kazakhstan, Morocco, Russia, Qatar, the US. He attended the Total International Advisory Committee in Moscow, Russia. SM Tharman Shanmugaratnam attended the WEF Annual Meeting in Davos, Switzerland, and the Bloomberg New Economy Forum in Beijing, China. He visited Argentina, Armenia, Belgium, India, Spain, and the UK. ESM Goh Chok Tong attended the World Peace Forum in Beijing and Hong Kong, and the China-US Exchange Foundation Forum in Hong Kong, China, as well as the 7<sup>th</sup> Tokyo International Conference on African Development in Yokohama, Japan and the 10<sup>th</sup> Asian Leadership Conference in Seoul, ROK.</p> <p>Minister (Foreign Affairs) Dr Vivian Balakrishnan visited Argentina, China, the Holy See, Italy, Japan, Malaysia, Spain and the US. He also attended various multilateral forums such as the 4<sup>th</sup> Indian Ocean Conference in Male, Maldives, the 14<sup>th</sup> G20 Leaders' Summit in Osaka and G20 Foreign Ministers' Meeting in Nagoya, Japan, the 52<sup>nd</sup> ASEAN Foreign Ministers' Meeting and Related Meetings in Bangkok, Thailand, the 34<sup>th</sup> and 35<sup>th</sup> ASEAN Summits in Bangkok, Thailand, the annual Informal ASEAN Foreign Ministers' Meeting and Related Meetings in New York, the US, the 14<sup>th</sup> Asia-Europe Meeting in Madrid, Spain, and the ASEAN-ROK Commemorative Summit in the ROK.</p> <p>Then-SMS (Defence) (Foreign Affairs) Dr Maliki Osman visited Australia, Brunei, Indonesia, Laos, Timor-Leste (TL), United Arab Emirates (UAE) and Uzbekistan. Then-MOS (Foreign Affairs) (Social and Family Development) Sam Tan visited China and Indonesia. He attended the 11<sup>th</sup> Arctic Council Ministers' Meeting in Finland, the 7<sup>th</sup></p>	<p>MFA will continue to work towards restoring connectivity between countries, particularly for official and business travel, with the necessary safety precautions in place.</p> <p>We will continue to work with the Malaysian government on our broad bilateral agenda. We will continue our strong cooperation on managing COVID-19, including on ensuring the safe and smooth flow of goods, and the gradual resumption of safe travel. We will seek opportunities to keep up our close personal ties and continue to build rapport and understanding with various actors and institutions in Malaysia at both the Federal and State levels.</p> <p>We will enhance cooperation with the Indonesian government, including by strengthening public health cooperation, enhancing economic growth and investments, deepening financial cooperation, and facilitating safe travel. We will explore various ways to maintain our links with the central and regional governments.</p> <p>We will continue to closely engage Brunei, and seek to re-establish a steady momentum of high-level exchanges, once the COVID-19 situation allows for it. We will find areas to further enhance our excellent relationship by exploring new areas of bilateral cooperation such as in agriculture and aquaculture, and by working with Brunei for a successful Brunei ASEAN Chairmanship in 2021.</p> <p>Notwithstanding the disruptions posed by COVID-19, we will continue to maintain momentum in engagements with Cambodia, Laos, Myanmar, Philippines, Thailand, and Vietnam, to further our strategic and economic interests. We have been working with relevant agencies to explore new areas of cooperation, such as infrastructure, sustainable urban development, smart cities, as well as agri-trade to secure and diversify our food supply chains. Besides engaging key personalities virtually, we will work towards resuming high-level in-person exchanges through visits and cultivation programmes such as the Lee Kuan Yew Exchange Fellowship and the SR Nathan Fellowship, when conditions permit.</p> <p>As a longstanding, strategic partner of the US, we will continue to expand cooperation across the economic, defence, security, and people-to-people spheres. We will maintain the momentum of high-level exchanges with the new Administration after the US election in November 2020, and strengthen our collaboration with the US on issues of mutual concern and interest, such as counter-terrorism, cybersecurity, and infrastructure development, as well as through institutional mechanisms such as the</p>

Desired Outcome	Performance Indicator	Actual FY2019/ Revised FY2020	Estimated FY2021
		<p>Arctic Circle Assembly in Iceland and the 14<sup>th</sup> Arctic Frontiers conference in Norway. Speaker of Parliament Tan Chuan-Jin visited Indonesia and led the Singapore delegation to the 40<sup>th</sup> General Assembly of the ASEAN Inter-Parliamentary Assembly (AIPA) in Bangkok, Thailand. Then-SPS (Foreign Affairs) (Trade and Industry) Dr Tan Wu Meng visited China and the UK among others.</p>	US-Singapore Strategic Partnership Dialogue.
		<p>Despite travel restrictions imposed as a result of the COVID-19 pandemic, our leaders kept up a busy schedule of bilateral and multilateral engagements through videoconference and telephone calls. For instance, PM Lee Hsien Loong had telephone calls with leaders such as Australian PM Scott Morrison, People's Republic of China (PRC) President Xi Jinping, Indonesian President Joko Widodo, Japanese PM Suga Yoshihide, Malaysian PM Tan Sri Muhyiddin Yassin, New Zealand (NZ) PM Jacinda Ardern, and Crown Prince of Abu Dhabi and Deputy Supreme Commander of the UAE Armed Forces His Highness Sheikh Mohamed Bin Zayed Al Nahyan. He attended virtual meetings such as the Extraordinary Virtual G20 Leaders' Summit, 35<sup>th</sup> and 36<sup>th</sup> ASEAN Summits and Related Summits, the Special ASEAN Summit and ASEAN Plus Three Summit on COVID-19, the 75<sup>th</sup> United Nations (UN) General Assembly (UNGA), as well as the Singapore-NZ Virtual Summit and 5<sup>th</sup> Singapore-Australia Leaders' Meeting. DPM Heng Swee Keat spoke with PRC Vice Premier Han Zheng by phone and SM Tharman Shanmugaratnam co-chaired the High-Level Russia-Singapore Inter-Governmental Commission with Russian Deputy Prime Minister Dmitry Chernyshenko via videoconference.</p>	<p>We will continue to strengthen our relations with Canada, and explore new areas of cooperation, such as in cybersecurity, infrastructure and smart cities.</p>
		<p>Minister (Foreign Affairs) Dr Vivian Balakrishnan attended virtual meetings such as the 53<sup>rd</sup> ASEAN Foreign Ministers' Meeting and various other ASEAN-related meetings, the Commonwealth Foreign Affairs Ministers' Meeting, the 75<sup>th</sup> UNGA, the Extraordinary G20 Foreign Ministers' Meeting, the High-Level Videoconference on Belt and Road International Cooperation Combating COVID-19 with Solidarity, and had telephone calls with PRC State Councilor and Minister of Foreign Affairs Wang Yi, Myanmar State Counsellor Aung San Suu Kyi, and US Secretary of State Mike Pompeo among others. Minister also co-hosted via videoconference a commemorative Forum of Small States (FOSS) event, the ASEAN-EU Ministerial Meeting and the ASEAN-EU Ministerial Videoconference on COVID-19.</p>	<p>We will continue our active engagement of the PRC through high-level visits and institutionalised bilateral mechanisms, like the Joint Council for Bilateral Cooperation, Singapore-China Forum on Leadership, the Singapore-China Forum on Social Governance, and the Singapore-China Legal and Judicial Roundtable. We will also continue to facilitate the smooth development of our three G-to-G projects – the China-Singapore Suzhou Industrial Park, the Sino-Singapore Tianjin Eco-city, and the China-Singapore (Chongqing) Demonstration Initiative on Connectivity (CCI) – as well as the China-Singapore Guangzhou Knowledge City (CSGKC) state-level bilateral cooperation project. We will continue to deepen our engagement of the key Chinese provinces/municipalities and participate in China's regional development strategies (such as the Guangdong-Hong Kong-Macao Greater Bay Area), through our eight provincial business councils and new initiatives such as the Smart City Initiative between Singapore and Shenzhen. As we continue to deepen cooperation in existing fields including financial cooperation and human resource development, we will explore new areas of cooperation such as third country cooperation. We will continue to promote greater people-to-people exchanges, including facilitating internships between university students from both sides. We are exploring new mutually beneficial projects and high-level exchanges such as President's State Visit to China, as we celebrate the 30<sup>th</sup> anniversary of Singapore-China diplomatic relations in 2020.</p>
		<p>Through initiatives such as reciprocal green lanes, we are facilitating the gradual resumption of visits by foreign political leaders to Singapore, such as the visits of Australian Minister for Foreign Affairs and for Women Marise Payne, PRC State Councilor and Minister of Foreign Affairs Wang Yi, PRC Member of the Political Bureau of the Communist Party of China Central Committee and Director of the Office of the Central Commission for Foreign Affairs Yang Jiechi, Hungarian Minister of Foreign Affairs and Trade Peter Szijarto, Indonesian Minister of Foreign Affairs Retno Marsudi, and Japanese Minister for Foreign Affairs Motegi Toshimitsu.</p>	<p>We will continue to build up relations with key regional partners like Japan and the ROK, including through high-level exchanges. We will continue to build our links with Japanese and ROK personalities through our invitation programmes, such as the Temasek Programme, Raffles Programme, and the ROK Directors-General 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 JSP21, to address emerging development challenges and remain relevant in the coming decades.</p>
		<p>Despite the limitations on travel arising from the COVID-19 pandemic, we found novel ways to maintain intensive diplomatic engagement with our immediate neighbours and other Southeast Asian countries.</p>	<p>We will continue to strengthen our high-level engagements with Australia including through the annual leaders' meeting and the Singapore-Australia Joint Ministerial Committee (SAJMC). We will also continue to deepen bilateral cooperation through the Singapore-Australia CSP while identifying new areas of collaboration, including food security, renewable energy, and cybersecurity.</p>
		<p>With Malaysia, prior to the outbreak of COVID-19, Minister (Foreign Affairs) Dr Vivian Balakrishnan made a working visit to Putrajaya and Kuala Lumpur on 30 January 2020, and had meetings with then-Foreign Minister Saifuddin Abdullah, then-Minister of Water, Land, and Natural Resources Dr Xavier Jayakumar, then-</p>	<p>We will work with NZ to explore new areas of cooperation under the Singapore-NZ EP, such as climate change, digital economy and food security.</p>
			<p>Singapore will continue supporting the capacity-building efforts of the PIS and TL, including to overcome the COVID-19 crisis and future pandemics.</p>
			<p>We will continue to strengthen relations with India to make progress on the India-Singapore Strategic Partnership in areas like trade and investment, FinTech and the digital economy, defence, culture, skills development, and capacity-building - among others. We will also explore ways to further expand linkages at the Leaders, Parliamentary and officials' levels.</p>

Desired Outcome	Performance Indicator	Actual FY2019/ Revised FY2020	Estimated FY2021
	<p>Economic Affairs Minister Azmin Ali, then-Transport Minister Anthony Loke, and then-Home Affairs Minister Muhyiddin Yassin.</p> <p>Following the outbreak of COVID-19, we have kept up intensive high-level engagements between our leaders and their Malaysian counterparts through phone calls and videoconferences. These included calls between PM Lee Hsien Loong and Malaysian PM Muhyiddin Yassin; co-chairs for the Singapore-Malaysia Working Committee on COVID-19 SM and Coordinating Minister for National Security Teo Chee Hean and Malaysian Senior Minister and Defence Minister Ismail Sabri Yaakob; and Minister (Foreign Affairs) Dr Vivian Balakrishnan and Malaysian Foreign Minister Hishammuddin Hussein. Through these phone calls, our leaders discussed issues including the continued flow of essential goods, the safe and gradual resumption of cross-border travel, and cross-border connectivity projects.</p> <p>We have also found novel ways for our leaders to meet with their counterparts to keep up ties, with necessary health safeguards in place. On 30 July 2020, PM Lee Hsien Loong and Malaysian PM Muhyiddin Yassin witnessed a ceremony at the Causeway to mark the official resumption of the Johor Bahru – Singapore Rapid Transit System (RTS) Link Project. Minister (Transport) Ong Ye Kung, Minister (Foreign Affairs) Dr Vivian Balakrishnan, and former Coordinating Minister for Infrastructure and Minister (Transport) Khaw Boon Wan were also present, and met with their Malaysian counterparts. A week earlier on 26 July 2020, Minister (Foreign Affairs) Dr Vivian Balakrishnan also met with Malaysian Foreign Minister Hishammuddin Hussein and Johor <i>Menteri Besar</i> Hasni Mohammad at the Causeway to discuss cross-border travel. The Reciprocal Green Lane (RGL) and Periodic Commuting Arrangement (PCA) between Singapore and Malaysia were launched on 10 August 2020, with the first travellers under both schemes crossing the border on 17 August 2020.</p> <p>We have kept up a steady tempo of high-level engagements, including through videoconferences and phone calls with Indonesian leaders to further broaden our strong bilateral ties. President Halimah Yacob made a State Visit to Jakarta and Yogyakarta from 3 to 6 February 2020, reaffirming Singapore's commitment to strengthen mutually beneficial cooperation with Indonesia. PM Lee Hsien Loong spoke to Indonesian President Joko Widodo over the phone several times. In a phone call on 11 March 2020, both leaders reaffirmed their commitment to work together to combat COVID-19, with Singapore providing medical supplies to support Indonesia's efforts. Singapore also hosted several Indonesian regional leaders for the inaugural RISING Fellowship from 18 to 21 November 2019.</p> <p>Indonesian Foreign Minister Retno Marsudi visited Singapore from 24 to 26 August 2020. On 12 October 2020, both sides announced the establishment of an RGL between Singapore and Indonesia for essential business and official travel.</p> <p>With Brunei, we have maintained our high-level engagement of Bruneian leaders through videoconferences and phone calls, and our strong bilateral relationship amidst the COVID-19 pandemic. On the occasion of Hari Raya Aidilfitri in May 2020, PM Lee Hsien Loong and Minister (Foreign Affairs) Dr Vivian Balakrishnan made phone calls to the Sultan of Brunei, Sultan Hassanah Bolkiah, and Foreign Minister Erywan Yusof respectively, to convey their greetings and to reaffirm their strong support for the close cooperation between both countries. Brunei Minister of Energy Mat Sunny also accepted an invitation from EMA to speak</p>	<p>We will also continue to build ties with other South Asian countries and explore areas for mutually beneficial collaboration.</p> <p>We will continue to engage and strengthen ties with key EU member states including through exchanges of high-level visits. We will also tap our strong links with European countries to advance our economic interests, and seek new opportunities for cooperation.</p> <p>We will continue to work with the EU institutions and EU Member States to push for the ratification of the EUSIPA and the ESPCA. We also hope to conclude negotiations on an EU-ASEAN Comprehensive Air Transport Agreement, which will facilitate greater people-flow through enhanced air connectivity between the two regions.</p> <p>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). We will also continue to push for the expeditious conclusion of the bilateral Services and Investments Agreements with the remaining EAEU countries (i.e. Russia, Belarus, Kazakhstan, and Kyrgyzstan). For Turkey, we will maintain high-level exchanges.</p> <p>As global travel restrictions are likely to remain for the foreseeable future, we will continue to strengthen our good relations with the Middle Eastern, Central Asian, and North African countries through our participation in virtual high-level meetings and conferences. We will also continue to provide technical assistance where opportune, via online SCP courses and ad hoc requests for sharing of best practices. We will continue to work closely with our agencies to identify new opportunities, develop new platforms such as the Singapore-Saudi Joint Committee, leverage existing platforms such as the Abu Dhabi-Singapore Joint Forum, the Singapore-Qatar Implementation Monitoring Mechanism, and the Singapore-Oman Joint Committee, as well as to ensure that the Gulf Cooperation Council (GCC)-Singapore FTA (GSFTA) is fully implemented.</p> <p>In particular, it will be a milestone year for our relations with the UAE, with the forthcoming World Expo in Dubai (UAE). We are also expecting a State Visit by Kazakh President Kassym-Jomart Tokayev in FY2021. We plan to tap on the above events to further deepen our links with these countries.</p> <p>For Latin America and the Caribbean, we will continue to strengthen relations through high-level interactions, and by using our existing tools of engagement to identify new opportunities for collaboration. These include: our Pacific Alliance (PA) Candidate Associate State Membership, ongoing negotiations on a PA-Singapore FTA and a MERCOSUR-Singapore FTA, and the SCP, as well as regular representational visits by our Non-Resident Ambassadors to Argentina, Brazil, the Caribbean Community (CARICOM), Chile, Cuba, Mexico, Panama and Peru. Until international travel restrictions are lifted, we will continue to engage Latin America and the Caribbean remotely, including through virtual platforms. For example, PM Lee Hsien Loong spoke to Colombian President Ivan Duque over the phone in April 2020. Minister (Foreign Affairs) Dr Vivian Balakrishnan has held phone calls or videoconferences with the Mexican FM Marcelo Ebrard, Brazilian FM Ernesto Araujo, then-Chilean FM Teodoro Ribera, and Costa Rican FM</p>	

Desired Outcome	Performance Indicator	Actual FY2019/ Revised FY2020	Estimated FY2021
		<p>virtually at the Singapore Energy Summit on 26 October 2020.</p> <p>On 1 September 2020, we announced the establishment of an RGL with Brunei to facilitate essential business and official travel for residents of both countries, with relevant public health safeguards. We have also unilaterally reopened our borders to Brunei since 8 September 2020. DPM Heng Swee Keat visited Brunei on 10 November 2020 to offer condolences to the Sultan of Brunei on the death of his son Prince Abdul Azim.</p>	<p>Rodolfo Solano Quirós. Our Non-Resident Ambassadors to Panama and Argentina presented their credentials virtually in July and August 2020 respectively, while our Non-Resident Ambassador to Mexico had virtual farewell calls in July and August 2020 in lieu of a visit.</p>
		<p>We maintained regular high-level and institutional exchanges with our other partners in Southeast Asia. President Halimah Yacob made a State Visit to the Philippines in September 2019 to commemorate the 50<sup>th</sup> anniversary of bilateral relations between Singapore and the Philippines, and witnessed the signing of eight Memoranda of Understanding (MOUs) which spanned areas of mutual interest. We hosted DPM/ministerial level visits from Cambodia, the Philippines, Thailand and Vietnam, held MFA-to-MFA political consultations with Cambodia and Vietnam, and worked with other ministries to organise cultural diplomacy projects, such as the Singapore Fair in Vientiane in June 2019 and Street Art Festival++ in Phnom Penh in February 2020 to mark the 45<sup>th</sup> and 55<sup>th</sup> anniversary of diplomatic relations with Laos and Cambodia respectively. We have kept the momentum in our bilateral exchanges despite COVID-19. We held political consultations with Thailand via videoconference in August 2020. PM Lee Hsien Loong had a telephone conversation with Vietnamese Prime Minister Nguyen Xuan Phuc in May 2020, where both sides agreed to keep markets open and supply chains connected, deepen agri-trade collaboration and explore the gradual re-opening of borders for essential travel. Minister (Foreign Affairs) Dr Vivian Balakrishnan spoke to State Counsellor of the Republic of the Union of Myanmar Daw Aung San Suu Kyi in October 2020, where both sides discussed bilateral and regional cooperation. Minister (Foreign Affairs) also conveyed our second G-to-G contribution of COVID-19 tests and medical supplies to Myanmar. Aside from Myanmar, we also made a G-to-G donation of COVID-19 tests to the Philippines. We received donations of test kits/medical supplies from Thailand and Vietnam.</p>	<p>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.</p>
		<p>Our relations with the US, China, Japan, the ROK, and the EU have also been strengthened.</p>	
		<p>We have maintained a broad slate of high-level bilateral exchanges with the US in 2019 and 2020. PM Lee Hsien Loong had a bilateral meeting with President Trump on the sidelines of the 74<sup>th</sup> UN General Assembly in September 2019, which marked their fourth meeting since 2017. Both Leaders also signed the Protocol of Amendment to the 1990 Memorandum of Understanding Regarding United States' Use of Facilities in Singapore, which renews the US' access to our military facilities for another 15 years until 2034. Minister (Defence) Dr Ng Eng Hen and US Secretary of Defense Mark Esper signed an MOU in December 2019 establishing an RSAF Fighter Training Detachment at Andersen Air Force Base in Guam. We also welcomed visits by several Congressional delegations in April, June, August, and September 2019. There were also visits to the US by SM Tharman Shanmugaratnam, Minister (Foreign Affairs) Dr Vivian Balakrishnan, Minister (Defence) Dr Ng Eng Hen, Minister (Prime Minister's Office) and Second Minister (Finance) (Education) Indraneel Rajah, and then-SMS (Defence) (Foreign Affairs) Dr Maliki Osman.</p>	
		<p>We have kept up our engagement with the US despite the COVID-19 situation. Minister (Foreign Affairs) Dr</p>	



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		<p>Vivian Balakrishnan spoke with US Secretary of State Mike Pompeo in March and August 2020. Minister (Trade and Industry) Chan Chun Sing spoke to US Secretary of Commerce Wilbur Ross in April 2020. Minister (Defence) Dr Ng Eng Hen spoke with US Secretary of Defense Mark Esper in August 2020, and reaffirmed our strong defence relations amidst COVID-19.</p>	
		<p>President Halimah Yacob visited Beijing for the Conference on Dialogue of Asian Civilisations in May 2019, PM Lee Hsien Loong visited China for the 2<sup>nd</sup> Belt and Road Forum for International Cooperation in Beijing in April 2019, during which he had good meetings with President Xi Jinping and Premier Li Keqiang. DPM and Minister (Finance) Heng Swee Keat visited China in May 2019 to attend the 1<sup>st</sup> Singapore-Shanghai Comprehensive Cooperation Council and Pujiang Innovation Forum. In October 2019, DPM Heng Swee Keat co-chaired the 15<sup>th</sup> Joint Council for Bilateral Cooperation (JCBC) and Related Joint Steering Council (JSC) Meetings with Vice Premier Han Zheng in Chongqing. DPM Heng Swee Keat and Vice Premier Han co-witnessed the signing of nine MOUs and agreements, and announced the entry-into-force of the China-Singapore Free Trade Agreement (CSFTA) upgrade protocol. ESM Goh Chok Tong visited Beijing and Hong Kong in July 2019 to attend the World Peace Forum, and SM Tharman Shanmugaratnam visited Beijing in November 2019 to participate in the Bloomberg New Economy Forum. Both sides have kept up regular interactions amidst the COVID-19 pandemic. Singapore and China launched a fast lane in June 2020 for essential business and official travel, Singapore's first fast lane with another country and China's first with a Southeast Asian country. Politburo member and Central Foreign Affairs Commission Office Director Yang Jiechi visited Singapore in August 2020 while PRC State Councilor and Foreign Minister Wang Yi met Minister (Foreign Affairs) Dr Vivian Balakrishnan during Wang's transit in Singapore in October 2020.</p>	
		<p>2020 marked the 30<sup>th</sup> anniversary of Singapore-China diplomatic relations (SS30). MFA organised a number of commemorative activities despite the disruption brought about by COVID-19, such as an exchange of congratulatory letters by President Halimah Yacob, PM Lee Hsien Loong, DPM and Minister (Finance) Heng Swee Keat and Minister (Foreign Affairs) Dr Vivian Balakrishnan with their Chinese counterparts and a cheque handover ceremony for a SS30 charity project in aid of students in Pengshui county in Chongqing during Politburo member and Central Foreign Affairs Commission Office Director Yang Jiechi's visit to Singapore.</p>	
		<p>We saw a steady stream of bilateral exchanges with Japan and the ROK in 2019. PM Lee Hsien Loong visited Osaka for the G20 Leaders' Summit in June 2019 and met Japanese PM Shinzo Abe. DPM Heng Swee Keat visited Tokyo for the Nikkei Conference in May 2019 while Minister (Foreign Affairs) Dr Vivian Balakrishnan made a working visit to Tokyo in November 2019. In conjunction with his attendance at the ASEAN-ROK Commemorative Summit, PM Lee Hsien Loong made an Official Visit to the ROK in November 2019, and ESM visited Seoul in May 2019 for the 10<sup>th</sup> Asian Leadership Conference. We have kept up bilateral cooperation amidst the COVID-19 pandemic, by concluding joint statements with both countries reaffirming our commitment to maintain the trade of essential goods, and establishing RGLs. Singapore also welcomed the introductory visit of Japanese Foreign Minister Motegi Toshimitsu in August 2020.</p>	

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		<p>With the European Union-Singapore Free Trade Agreement (EUSFTA) entered into force on 21 November 2019, our key priority now is to similarly secure the European Union-Singapore Investment Protection Agreement (EUSIPA) and the European Union-Singapore Partnership and Cooperation Agreement (ESPCA)'s entry into force. To this end, we continue to engage relevant stakeholders. We continue to build on our relations with emerging markets such as the Eurasian economies. The Framework and Non-Services and Investment Agreements of the Eurasian Economic Union (EAEU)-Singapore FTA, and the Singapore-Armenia Services and Investments Agreement were signed in October 2019 in Armenia. Negotiations on the bilateral Services and Investments Agreements with the remaining EAEU countries are ongoing. Singapore is also negotiating a Short Form Agreement with the UK to maintain our trade relationship following Brexit.</p>	
		<p>The ninth and tenth sessions of the High-Level Russia-Singapore Inter-Governmental Commission were held in September 2018 and September 2019 respectively, which saw progress in new collaboration areas in innovation, and transport and logistics, among others.</p>	
		<p>We have maintained regular high-level exchanges with Australia, NZ, the Pacific and TL. Australian PM Scott Morrison visited Singapore to attend the 4<sup>th</sup> Singapore-Australia Leaders Meeting in June 2019, NZ PM Jacinda Ardern visited Singapore in May 2019 to establish the Enhanced Partnership (EP) which deepened cooperation across four pillars – trade and economics; security and defence; science, technology and innovation; people-to-people links), and Nauru President Lionel Aingimea met PM Lee Hsien Loong and Minister (Foreign Affairs) Dr Vivian Balakrishnan during his private transit in Singapore in October 2019. We also hosted Ministerial visits from Australia, NZ and TL. Australian Foreign Minister Marise Payne visited Singapore in October 2020, while state-level engagements included visits by Victoria Governor Linda Dessau (October 2019) who called on President Halimah Yacob, and South Australia Premier Steven Marshall (January 2020) who called on DPM Heng Swee Keat and Minister (Communications &amp; Information) S Iswaran. In July 2019, TL Foreign Minister Dionisio Babo Soares made his introductory visit to Singapore, where he called on PM and Minister (Foreign Affairs). Then-SMS (Defence) (Foreign Affairs) Dr Maliki Osman visited Dili to attend TL's 20<sup>th</sup> Anniversary of the Referendum celebrations in August 2019.</p>	
		<p>We have maintained high-level interactions amidst the COVID-19 pandemic. The strong momentum in bilateral cooperation with Australia and NZ continues to be underpinned by the Comprehensive Strategic Partnership (CSP) and EP respectively. The 5<sup>th</sup> Singapore-Australia Leaders' Meeting was held in March 2020 via videoconference, during which the two PMs witnessed the signing of the Treaty on Military Training and Training Area and established a new Digital Economy pillar under the CSP framework. Singapore and NZ held a Virtual Summit in May 2020 to commemorate the first anniversary of the EP. In addition, there were high-level phone calls to discuss bilateral cooperation amid COVID-19 at both the Leaders and Foreign Ministers levels with Australia, NZ and Fiji. Singapore and Australia signed the Digital Economy Agreement virtually in August 2020 to boost bilateral cooperation in trade facilitation, digital identities, FinTech, and e-payments.</p>	
		<p>We worked closely with Australia and NZ to tackle the challenges brought about by the COVID-19 pandemic on issues such as supply chain connectivity, repatriation of our peoples stranded overseas, contact tracing apps and</p>	

Desired Outcome	Performance Indicator	Actual FY2019/ Revised FY2020	Estimated FY2021
		<p>COVID-19 vaccine cooperation.</p> <p>Singapore has supported the Pacific Island States (PIS) in their efforts to combat the COVID-19 pandemic, including sharing our experience in managing the COVID-19 situation in Singapore and development of contact tracing apps.</p> <p>We have been supporting the capacity-building efforts of the PIS and TL through the Singapore Cooperation Programme (SCP) and have continued to do so amidst COVID-19 as the SCP programmes have been converted to online courses.</p> <p>We have continued to deepen relations with India. Following the May 2019 general elections, we established links with the new Modi Cabinet, with high-level visits including External Affairs Minister S Jaishankar's visit to Singapore in September 2019, DPM Heng Swee Keat's visit to India in October 2019, and Minister (Communications &amp; Information) S Iswaran's visit to India in October 2019. Indian Defence Minister Rajnath Singh also visited Singapore in November 2019, while SM Tharman Shanmugaratnam visited New Delhi and Mumbai in January 2020. PM Lee Hsien Loong also met with PM Modi on the sidelines of the G20 in Osaka in June 2019, and the 35<sup>th</sup> ASEAN Summit in Bangkok in November 2019. Apart from our engagements with the centre, we continued to work with selected state governments such as Maharashtra.</p> <p>We also continued to strengthen bilateral relations with the other South Asian countries. We hosted several visits by Sri Lankan leaders to Singapore in 2019. Singapore also hosted a State Visit by Maldivian President Ibrahim Mohamed Solih in July 2019.</p> <p>Our political and economic engagement of other growing economies in Sub-Saharan Africa continues to grow. SM Tharman Shanmugaratnam visited Kenya in July 2019, and Ghana and Cote d'Ivoire in November 2019. Then-SMS (Defence) (Foreign Affairs) Dr Maliki Osman visited South Africa in September 2019 for the World Economic Forum on Africa. We also hosted a visit by Kenyan President Uhuru Kenyatta to Singapore in September 2019.</p> <p>Abu Dhabi Crown Prince Sheikh Mohamed Bin Zayed Al Nahyan made an Official Visit to Singapore in February 2019. During the visit, the Joint Declaration on the Singapore-UAE Cooperation Partnership and several other MOUs were signed. Jordan King Abdullah II made his third State Visit to Singapore and delivered the keynote address at the International Conference on Cohesive Societies in June 2019. Qatar DPM and Minister for Foreign Affairs Sheikh Mohammed Bin Abdulrahman Al Thani visited Singapore to co-chair the second Implementation Monitoring Mechanism meeting with Minister (Foreign Affairs) Dr Vivian Balakrishnan in August 2019. Singapore received an invitation from KSA to participate in the G20 Summit, which the latter will be chairing. President Halimah Yacob made a State Visit to the State of Kuwait and KSA in November 2019, the first visit to the Middle East in her current capacity.</p> <p>We have maintained the uptick in high-level interactions with Canada. Canadian Minister of Defence Harjit Singh Sajjan attended the Shangri-La Dialogue in June 2019 and met with Minister (Defence) Dr Ng Eng Heng. Minister (Foreign Affairs) Dr Vivian Balakrishnan has regularly participated in the Ministerial Coordination Group on COVID-19 (MCGC) convened by Canadian Foreign Minister François-Philippe Champagne to facilitate coordination and information sharing among</p>	

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<p>Reinforcing international recognition of Singapore as an effective, constructive and reliable partner</p>	<p>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)</p>	<p>countries on the COVID-19 situation. In terms of representation in Singapore, the British Columbia provincial government also opened a Trade and Investment Office, while the Québec provincial government established a Representative Office.</p> <p>There has been a significant upswing of our political engagement of key Latin American accounts, including the hosting of several high-level incoming visits. In October 2019, Cuban Vice-President of the Council of Ministers Roberto Morales Ojeda made a visit to Singapore at Minister (Foreign Affairs)'s invitation. Panamanian Foreign Minister Alejandro Ferrer was scheduled to make an Official Visit in February 2020 but the visit was postponed due to COVID-19. The visit is expected to take place as soon as international travel restrictions are lifted. We will also hold virtual bilateral consultations with Peru at the Foreign Minister-level, to commemorate the 40<sup>th</sup> anniversary of diplomatic relations in November 2020.</p> <p>In terms of outgoing visits, PM Lee Hsien Loong made an Official Visit to Mexico in November 2019. PM was the first Asian leader to make an Official Visit to Mexico under President Andres Manuel Lopez Obrador's Administration. Then-SMS (Foreign Affairs) (Defence) Dr Maliki Osman visited the Dominican Republic in November 2019 to attend the 9<sup>th</sup> Forum for East Asia Latin America Cooperation (FEALAC) Foreign Ministers' Meeting (FMM).</p> <p>We have strengthened our bilateral cooperation with key Latin American accounts. Notable developments include the appointment of a resident Ambassador of the Republic of Colombia to Singapore in May 2019, Peru's accession to the Treaty of Amity and Cooperation in Southeast Asia in July 2019; Chile becoming the second ASEAN Development Partner in June 2019 (after Germany), the signing of the Digital Economy Partnership Agreement (DEPA) with Chile and NZ in June 2020, the progress of negotiations for a MERCOSUR-Singapore FTA in 2019; and the possible conclusion of the Pacific Alliance-Singapore Free Trade Agreement.</p> <p>Amid the COVID-19 pandemic, the focus within ASEAN has been on managing the pandemic and its after-effects, and charting a path to economic recovery in the post-pandemic phase. We supported ASEAN's COVID-19 initiatives, including the ASEAN COVID-19 Response Fund, ASEAN regional reserve of medical supplies, an ASEAN Comprehensive Recovery Framework, and a set of Standard Operating Procedures for Public Health Emergencies. In response to COVID-19 jeopardising the supply of essential goods to Singapore and within the region, MFA worked with MTI to develop an arrangement within ASEAN for securing a stable flow of essential goods, which resulted in the issuance of the Hanoi Plan of Action on Strengthening ASEAN Economic Cooperation and Supply Chain Connectivity in Response to the COVID-19 Pandemic. We are analysing the feasibility of other ASEAN initiatives, including the ASEAN Travel Corridor Arrangement and the ASEAN Centre for Public Health Emergencies and Emerging Diseases.</p> <p>With the increasing proliferation of mini-laterals and competing views of the regional architecture from regional powers, we have intensified our advocacy of ASEAN Centrality and the rules-based architecture, as well as strengthened ASEAN's engagement with external partners. For instance, MFA continued to champion economic integration at ASEAN fora and pushed for the signing of the Regional Comprehensive Economic Partnership in 2020. As ASEAN-EU coordinator,</p>	<p>Major power rivalry has intensified in the region. We will need to continue to advocate ASEAN Centrality and an open and rules-based multilateral trading system, and step up cooperation in Singapore's key strengths, including smart city development and cybersecurity.</p> <p>Under Brunei's 2021 ASEAN Chairmanship, we will continue to table new ideas and initiatives to champion key interests, including economic integration, and aim to make progress on a Code of Conduct in the South China Sea that is in accordance with universally recognised principles of international law, including the 1982 UN Convention on the Law of the Sea (UNCLOS).</p> <p>As ASEAN-EU coordinator, Singapore will continue to push for progress on the ASEAN-EU Comprehensive Air Transport Agreement, and the ASEAN-EU Free Trade Agreement. In August 2021, Singapore will relinquish its ASEAN-EU coordinatorship and take up the ASEAN-India coordinatorship for a three-year term. We will pursue areas of cooperation and deliverables to deepen ASEAN-India relations. We will also continue to work with and support the Bruneian Chair, in our capacity as ASCN Shepherd country to push for ASCN's continued cooperation with external partners.</p> <p>Singapore will continue our active participation in the APEC process, working closely with NZ as the 2021 APEC Chair and other APEC economies to realise APEC's vision of a stable, integrated, and prosperous</p>

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	<p data-bbox="352 972 531 1240">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</p>	<p data-bbox="580 315 1037 533">Singapore organised the ASEAN-EU Ministerial Videoconference on COVID-19 early on to facilitate information-sharing and exchange of ideas on managing the pandemic between two regions. We are working towards holding dialogues with the EU on cross border movement and vaccine security. We also continued our work on existing initiatives such as the ASEAN-EU Comprehensive Air Transport Agreement and the ASEAN-EU Free Trade Agreement.</p> <p data-bbox="580 562 1037 703">We continued to play a constructive role in the ASEM process to ensure its continued relevance and sustainability, including by spearheading the conclusion of an ASEM COVID-19 Joint Statement. The 13<sup>th</sup> ASEM Summit has been postponed to 1-2 June 2021 due to COVID-19.</p> <p data-bbox="580 732 1037 949">We worked closely with Chile and Malaysia as the 2019 and 2020 APEC Chairs respectively, as well as with other APEC member economies to continue to push for greater trade and investment facilitation and liberalisation and closer regional economic integration. In particular, in 2020, amidst the COVID-19 pandemic, we promoted measures that facilitate the flow of essential goods and services, and minimise disruptions to global supply chains.</p> <p data-bbox="580 978 1037 1048">Singapore encouraged Parties to the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP) to ratify and implement the Agreement.</p> <p data-bbox="580 1077 1037 1218">Singapore will continue to work with the international community to support positive developments on the Korean Peninsula, including efforts towards the denuclearisation of the Korean Peninsula. Singapore is committed to implementing the UN Security Council Resolutions fully and faithfully.</p> <p data-bbox="580 1247 1037 1317">We have maintained Singapore's active engagement with and positive agenda at the UN and key international organisations.</p> <p data-bbox="580 1346 1037 1778">PM Lee Hsien Loong led Singapore's delegation to the 74<sup>th</sup> UN General Assembly (UNGA) in New York in September 2019, accompanied by Minister (Defence) Dr Ng Eng Hen, Minister (Foreign Affairs) Dr Vivian Balakrishnan, and officials from the Prime Minister's Office, the Ministry of Communications and Information, the Ministry of Defence, and MFA. PM Lee Hsien Loong delivered Singapore's national statement at the 74<sup>th</sup> UNGA General Debate and spoke at the UN Secretary-General's Climate Action Summit. In addition to meeting US President Donald Trump on the sidelines of the 74<sup>th</sup> UNGA, PM Lee Hsien Loong also met the Queen of Netherlands, the Crown Prince of Liechtenstein, the Emir of Qatar, the President of Palau and the Prime Ministers of Bhutan, Belgium, Barbados and Uganda. In September 2020, PM Lee Hsien Loong delivered a video message at the High-Level meeting commemorating the UN's 75<sup>th</sup> anniversary.</p> <p data-bbox="580 1807 1037 1948">On the sidelines of the 74<sup>th</sup> UNGA, PM Lee Hsien Loong also hosted a reception for the FOSS, an informal grouping that Singapore co-founded in 1992 and has chaired ever since. Minister (Foreign Affairs) Dr Vivian Balakrishnan hosted a virtual high-level FOSS event commemorating the UN's 75<sup>th</sup> Anniversary in June 2020.</p> <p data-bbox="580 1977 1037 2119">SM Tharman Shanmugaratnam delivered a video message for the virtual High-Level Event on Financing for Development in the Era of COVID-19 and Beyond on 28 May 2020, which was co-convened by UN Secretary-General Antonio Guterres, Canadian PM Justin Trudeau and Jamaican PM Andrew Holness.</p>	<p data-bbox="1059 315 1516 412">community in the Asia-Pacific. We will also continue to work closely with other economies to mitigate the impact of COVID-19 on international trade and investment, and expedite economic recovery from the pandemic.</p> <p data-bbox="1059 978 1516 1070">Singapore will encourage CPTPP members to ratify and implement the Agreement, and consider the accession of other interested economies to further strengthen the CPTPP.</p> <p data-bbox="1059 1099 1516 2119">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 underpinned by the 2030 Agenda for Sustainable Development and its 17 SDGs, which we have used to showcase our sustainable development approach and achievements. To profile our commitment to achieving the SDGs, Singapore will continue to maintain the positive momentum of our first Voluntary National Review, with a view to conducting our second Voluntary National Review at an opportune time in consultation with our agencies. We will follow up on the implementation of our commitments under the Paris Agreement once the modalities, procedures, and guidelines (MPGs) are finalised. We will work to achieve positive outcomes and safeguard our interests, in particular on climate finance, at the 26<sup>th</sup> Conference of the Parties to the UNFCCC in Glasgow in November 2021. We will also continue to participate actively in other climate change fora outside the UNFCCC to remain on the inside track of discussions and safeguard our interests (e.g. the Partnering for Green Growth and the Global Goals 2030 initiative). To demonstrate our continued support for South-South cooperation and solidarity with our developing country constituency, we will also participate in the Third South Summit which was scheduled to be held in Uganda in April 2020 but has since been postponed. We will also continue to coordinate the work of the IMC on Human Rights and the relevant ministries in preparation for Singapore's 3rd Universal Periodic Review in May 2021. We will build on our engagements with UN development agencies e.g. UNDP, UN-Habitat, and work with the GC-TISD to leverage Singapore's experience in areas such as governance, water, smart cities and sustainable solutions to help fellow developing countries achieve the SDGs. Building on Singapore's chairmanship of the Sixth (Legal) Committee during the 72<sup>nd</sup> UN General Assembly, we will continue to profile our constructive role on legal issues at the UN including in the areas of international trade law and the law of the sea. We will</p>

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		<p>Singapore participated in negotiations under the UN Framework Convention on Climate Change (UNFCCC). 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". We participated actively in negotiations during the 50<sup>th</sup> Session of the UNFCCC Subsidiary Bodies (SB-50) in Bonn, Germany in June 2019, and the 25<sup>th</sup> Conference of the Parties to the UNFCCC (COP-25) in Madrid, Spain in December 2019. During these meetings, we took a constructive approach in various negotiating tracks on climate finance, capacity-building, and gender, among others. We also participated constructively in Alliance of Small Island States (AOSIS) and G77 &amp; China discussions to cultivate our developing country constituencies and safeguarded Singapore's interests. While SB-52 and COP-26 have been postponed to 2021 owing to COVID-19, we have participated in a series of virtual discussions convened by the Chilean and UK COP Presidencies and Chairs of the Subsidiary Bodies, as well as AOSIS and G77 &amp; China coordination meetings to maintain the momentum of climate action.</p>	<p>continue to underscore Singapore's commitment to upholding international rule of law and a rules-based multilateral order. We will play a constructive role in the ICAO, IMO, and UNCITRAL. We will continue to assist with lobbying for Singapore's Universal Postal Union candidature. We will also continue to play an active and constructive role at the International Atomic Energy Agency, consistent with Singapore's interests in nuclear safety, security and safeguards. We will continue to play an active role on Ocean issues through our Presidency of the BBNJ IGC. We will also continue our engagement of fellow Commonwealth states through our participation at the upcoming Commonwealth Heads of Government Meeting in June 2021.</p>
		<p>We participated in the International Atomic Energy Agency (IAEA) and in international nuclear safety and security related meetings, and played an active and constructive role.</p>	<p>We will continue to position Singapore as a key Member State in global public health discussions through our engagement with global public health actors, including the WHO. We will continue to engage small states at the UN through FOSS and entrench our leadership role as FOSS Chair, including through organising impactful dialogues.</p>
		<p>We participated actively in cybersecurity discussions at the UN, in both the UN Group of Governmental Experts on Advancing Responsible State Behaviour in Cyberspace in the Context of International Security (UNGGE) and the Open-Ended Working Group on Developments in the Field of ICTs in the Context of International Security (OEWG).</p>	<p>We will continue to participate actively in cybersecurity discussions at the UN. We will also continue to coordinate the work of the IMC on Export Controls to ensure Singapore's compliance with UN Security Council resolutions pertaining to the proliferation of weapons of mass destruction.</p>
		<p>We assisted in lobbying for Singapore's successful re-election to the International Civil Aviation Organisation (ICAO) Council for the term 2019-2022 in September 2019 and the International Maritime Organisation (IMO) Council for the term 2020-2021 in November 2019. We hosted the signing ceremony for the UN Convention on International Settlement Agreements Resulting from Mediation (or "Singapore Convention") in August 2019.</p>	<p>We will continue to play an active role in the ISA as a Member of the ISA Council. This includes constructive participation in the 27<sup>th</sup> ISA Annual Sessions tentatively scheduled for Kingston, Jamaica in February and July 2021.</p>
		<p>We continued to play an active role on oceans issues. We have continued our coordinatorship of the Oceans and the Law of the Sea Omnibus resolution at the 74<sup>th</sup> UNGA and our presidency of the Intergovernmental Conference on Marine Biodiversity of Areas Beyond National Jurisdiction (BBNJ IGC).</p>	<p>We will strengthen engagement and collaboration with the WIPO, which is currently helmed by a Singaporean Daren Tang, and its members, including through WIPO's committees, the Asia-Pacific Group, as well as through the WIPO Singapore Office.</p>
		<p>We continued to be actively engaged in international fora such as the ICAO and IMO as well as in groups such as the Group of 77/China, the Non-Aligned Movement (NAM), and the Alliance of Small Island States. We maintained our engagement of fellow Commonwealth States and the Commonwealth process through our participation in various Commonwealth meetings including the Commonwealth Foreign Affairs Ministers Meeting in October 2020.</p>	<p>We will maintain our constructive participation in the WTO, especially in discussions on reforms to improve the WTO and measures to tackle the COVID-19 pandemic, and profile Singapore as an active player. We will continue to work with the other co-convenors Australia and Japan, and other WTO members, to develop rules on trade-related aspects of e-commerce through the Joint Statement Initiative for E-Commerce. We will also continue to work with WTO Members to strengthen the open, rules-based multilateral trading system.</p>
		<p>We attended the Ministerial Meeting of the Coordinating Bureau of the NAM in Caracas, Venezuela from 18 to 21 July 2019 and the 18<sup>th</sup> NAM Summit in Baku, Azerbaijan from 21 to 26 October 2019. Then-SMS (Defence) (Foreign Affairs) Dr Maliki Osman led Singapore's delegation to the Summit as Special Envoy of PM Lee Hsien Loong.</p>	<p>Singapore will continue our active contribution to the G20 process if invited to join the meetings.</p>
		<p>As convener of the Global Governance Group (3G),</p>	<p>We will continue our active engagement of the AC as an observer so as to monitor the impact and opportunities arising from a warming Arctic for Singapore.</p>
			<p>We will continue to participate in the IORA to protect our interests as a maritime and trading nation.</p>

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		<p>which comprises 30 small and medium sized countries, we continued to promote greater dialogue between the G20 and the wider UN membership, and shepherded 3G's proposals on digitalisation, supply chain resilience, and public health management to the G20 President. We are also convenors of the FOSS, as well as co-chair of the Group of Friends on Sustainable Cities, and have shared our developmental successes at the UN. In light of COVID-19, we have organised several virtual FOSS dialogues on tackling the pandemic. We raised awareness of major urban challenges such as water and sanitation issues through events like World Toilet Day. As co-chair of the Inter-Ministry Committee on the Sustainable Development Goals (IMC-SDGs), we worked with MSE, DOS and over 31 agencies to monitor Singapore's progress towards the SDGs. We built on the efforts of our first Voluntary National Review of the SDGs at the 2018 UN High-Level Political Forum on Sustainable Development by profiling our sustainable development efforts at the UN and other fora (e.g. ASEAN). Singapore collaborates with other countries and key UN development agencies, including the UN Development Programme (UNDP) and UN Human Settlements Programme (UN-Habitat), to provide technical assistance and capacity-building to developing countries in the areas of leadership and governance, sustainable cities, climate action, and water and sanitation solutions. To this end, Singapore has repositioned the UNDP Global Centre in Singapore as the Global Centre for Technology, Innovation and Sustainable Development (GC-TISD).</p>	
		<p>As the Chair of the Inter-Ministry Committee (IMC) on Human Rights, we worked closely with the relevant agencies on Singapore's social policies and approach to protecting the human rights of our citizens. We are also coordinating the IMC on Human Rights' preparations for Singapore's 3<sup>rd</sup> Universal Periodic Review in May 2021 where our human rights record will be reviewed by the Human Rights Council.</p>	
		<p>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.</p>	
		<p>We are also working with other agencies to support Singapore's nomination of "Hawker Culture in Singapore, Community Dining and Culinary Practices in a Multicultural Urban Context" to the UN Educational, Scientific and Cultural Organisation (UNESCO) Representative List of the Intangible Cultural Heritage of Humanity.</p>	
		<p>On COVID-19 related initiatives, we have worked to position Singapore as a key player in global health and allocation frameworks like the Access to COVID-19 Tools (ACT)-Accelerator launched by the World Health Organisation (WHO). Singapore contributed US\$500,000 to the WHO Strategic Preparedness and Response Plan (SPRP) for COVID-19 in March 2020. We founded and co-chair the Friends of the COVID-19 Vaccine Global Access Facility (COVAX Facility) to discuss issues related to the COVAX Facility, a vaccine procurement mechanism which pools purchasing power from participating countries to provide a volume guarantee to vaccine manufacturers. Singapore also represents the FOSS on the ACT-Accelerator Facilitation Council, convened by the WHO to provide high-level guidance and advocacy to resolve the political challenges of the ACT-Accelerator.</p>	
		<p>To advance our interests in deep seabed mining, we participated in the 25<sup>th</sup> and 26<sup>th</sup> International Seabed</p>	

Desired Outcome	Performance Indicator	Actual FY2019/ Revised FY2020	Estimated FY2021
		<p>Authority (ISA) Annual Sessions in Kingston, Jamaica in 2019 and 2020.</p>	
		<p>We continued to play an active and constructive role at the World Intellectual Property Organisation (WIPO) through membership of WIPO's key committees such as the Programme and Budget Committee and Coordination Committee, our coordinatorship of the Asia-Pacific Group, as well as through the WIPO Singapore Office. Working closely with other relevant agencies, we successfully prosecuted the campaign to secure the election of Daren Tang, former CE/IPOS, as Director-General of WIPO (2020-2026). He is the first Singaporean to lead a UN agency.</p>	
		<p>At the World Trade Organisation (WTO), we continued to play an active and important role in strengthening the open, rules-based multilateral trading system. We continue to participate actively and constructively in discussions on WTO reform.</p>	
		<p>Singapore worked closely with other WTO Members to help mitigate the consequences of the COVID-19 pandemic. Inter alia, we worked with like-minded Members to issue three statements on trade and COVID-19 at the WTO: (a) COVID-19 and the Multilateral Trading System by Ministers Responsible for the WTO; (b) Responding to the COVID-19 Pandemic with Open and Predictable Trade in Agriculture and Food Products; and (c) Statement on Highlighting the Importance of Micro, Small and Medium-Sized Enterprises (MSMEs) in the Time of COVID-19. These statements sought to ensure that supply chains remain open and connected amidst the COVID-19 pandemic.</p>	
		<p>Singapore is also co-convenor, together with Australia and Japan, of the Joint Statement Initiative (JSI) on E-commerce, which aims to update the WTO rule-book and help the WTO remain relevant given the growing importance of the digital economy. 86 WTO Members accounting for more than 93% of world trade are participating in the JSI.</p>	
		<p>In addition, Singapore has expressed our serious concerns over the impasse on appointments to the Appellate Body (AB). As a stop-gap measure until the AB is reconstituted, the Multi-Party Interim Appeal Arbitration Arrangement (MPIA) was established in April 2020, which ensures that participating WTO Members will continue to benefit from an appeal stage in WTO dispute settlement. 24 WTO Members, including Singapore, have joined the MPIA as participants. Professor Locknie Hsu, from the Singapore Management University, has been appointed as a member of the inaugural pool of 10 arbitrators.</p>	
		<p>As an invited guest country of Japan and Saudi Arabia during their respective 2019 and 2020 Presidencies, we participated actively in the G20 process including the numerous sectoral Ministerial meetings and the Leaders' Summits</p>	
		<p>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 engaged AC member states and Arctic indigenous peoples through bilateral visits and exchanges. Then-MOS (Foreign Affairs) (Social and Family Development) Sam Tan attended the 5th International Arctic Forum in Russia (April 2019); the 11th AC Ministerial Meeting in Finland (May 2019); the 8th International Meeting of Representatives from Member States of the AC, Observer States of the AC and Foreign</p>	



Desired Outcome	Performance Indicator	Actual FY2019/ Revised FY2020	Estimated FY2021
	4. Develop goodwill towards Singapore by sharing our developmental experience with partners through our technical assistance programme	<p>Scientific Community in Russia (September 2019); the 7th AC Assembly in Iceland (October 2019); and the 14<sup>th</sup> Arctic Frontiers Conference in Norway (January 2020). In 2019, we hosted several Arctic events in Singapore including the second iteration of the Arctic Frontiers Abroad conference in Singapore (October 2019). We also hosted a coordinator from the Conservation of Arctic Flora and Fauna (CAFF) Working Group at Sungei Buloh Wetland Reserve from 2018 to 2019.</p> <p>Singapore has continued to play a constructive role in the Indian Ocean Rim Association (IORA) and conducted customised capacity-building courses for IORA officials in Tourism Management, and Public Finance Management. Then-SMS (Defence) (Foreign Affairs) Dr Maliki Osman also attended the IORA Council of Ministers Meeting in 2019 and 2020 as Second Minister (Education) (Foreign Affairs).</p> <p>More than 134,000 foreign officials from over 170 countries have participated in the SCP since 1992.</p> <p>The SCP continues to contribute to efforts to address global and regional challenges such as climate change, and support the UN 2030 Agenda. In FY19, we continued to work with MSE on the Climate Action Package to help developing countries address climate change and build climate resilience. We launched the Singapore Partnership for Samoa Pathway (SPa) at the 74th UNGA on 27 September 2019 for Small Island Developing States (SIDS) and the Alliance of Small Island States (AOSIS) that offers priority placement for SIDS applicants for SCP courses, regional and bilateral customised courses as well as fellowships in civil aviation and maritime courses held in Singapore.</p> <p>The SCP continues to prioritise human capital development among our ASEAN neighbours. Our upgraded Singapore Cooperation Centres in Cambodia, Laos, Myanmar, and Vietnam (CLMV) continue to run courses under the Initiative for ASEAN Integration (IAI) to narrow the development gap among ASEAN members and provide additional targeted capacity-building for each country through collaborations with other Singapore agencies, Singapore companies, Singapore-based NGOs and VWOs and International Partners. Through our experience running capacity-building courses for the region, Singapore played an active and constructive role in the development of the next IAI Work Plan IV (2021-2025) to foster regional integration and promote opportunities for the region.</p> <p>In October 2019, we renewed our flagship "Framework Agreement on the Exchange with Middle-To Senior-Level Officials" for the next five years with the Central Organisation Department of the Communist Party of China at the 15th JCBC.</p> <p>In 2019, the MOU on the Japan-Singapore Partnership Programme for the 21st Century (JSPP21) was renewed to support future-oriented growth in ASEAN and the Asia-Pacific, in areas such as smart cities development, public-private partnerships, digital economy and FinTech, and disaster risk reduction. We also renewed the Singapore-Mexico Third Country Training Programme (TCTP) in November 2019 for a second three-year cycle, as part of Singapore's commitment to South-South cooperation.</p> <p>The SCP also ran customised courses in response to requests for development assistance from Armenia, Cambodia, Indonesia, Nauru, Palestinian Authority, South Africa, and Vietnam.</p>	<p>The suite of capacity-building programmes under the SCP will continue to evolve to advance Singapore's international diplomacy and profile our contributions to the development needs of developing countries. We will also introduce courses to share our experience in managing the COVID-19 pandemic and reinventing our socio-economic institutions to position Singapore for post-COVID recovery. The SCP will refine our online courses to reach out to more developing countries located in disparate time zones and explore blended course formats, combining online and in-person course components, when international travel is feasible.</p> <p>SCP will continue to support the UN 2030 Agenda through innovative partnerships with International Organisations and local NGOs. We will also explore new modalities to offer technical assistance at the Singapore Cooperation Centres in CLMV with third country partners, NGOs, and the private sector to help these new ASEAN members narrow the development gap and hasten regional integration. We will also work with partners on Third Country Training Programmes to provide targeted capacity-building for ASEAN, the Pacific Islands and the CARICOM and meet requests for customised training where we have the relevant expertise. We intend to renew our MOU on technical cooperation with Guangdong in FY2021.</p> <p>We will continue to profile and raise awareness of the SCP through suitable media platforms to support our larger foreign policy objectives.</p>

Desired Outcome	Performance Indicator	Actual FY2019/ Revised FY2020	Estimated FY2021
Prompt and effective consular services for Singaporeans	5. Timely and effective consular services for Singaporeans – less than 5% negative feedback on consular cases	<p>The SCP continued to build bridges with new generations of foreign political and public service leaders through leadership and executive education programmes in 2019.</p> <p>The SCP continued to review and refine its programmes to address emerging global trends and challenges. We introduced courses to share Singapore's experience and expertise in Digitalisation and the Fourth Industrial Revolution. We worked with AGC and Minlaw to introduce a course on International Trade Law in 2019, which covered various UN Commission on International Trade Law (UNCITRAL) conventions including the Singapore Convention on Mediation that came into force in 2020.</p> <p>Responding to the challenges posed by the COVID-19 pandemic, the SCP pivoted to online courses in mid-2020. The SCP also launched a new website in August 2020 to facilitate online applications for our courses.</p> <p>MFA's consular work has increased in volume and complexity as more Singaporeans travel and work abroad. In 2019, Singaporeans made about 8.7 million overseas trips plus almost 16.3 million overland trips to Malaysia. As of September 2020, more than 203,000 Singaporeans reside overseas. The MFA Consular Service Counter endorsed over 105,000 documents, serving more than 41,000 customers for FY2019.</p> <p>Consular Service Centre has introduced PayNow as an additional mode of payment for members of the public who transact at Consular's counter from 1 December 2019.</p> <p>MFA continues to maintain a high-level of service and operational readiness, especially in the ongoing COVID-19 pandemic environment. 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, following the outbreak of COVID-19 in January 2020, we arranged the following repatriation flights between January and April 2020 to evacuate Singaporeans from different parts of the world:</p> <ul style="list-style-type: none"> <li>• Two repatriation flights from Wuhan in January and February 2020</li> <li>• Three repatriation flights from New Delhi, Mumbai and Chennai respectively in April 2020</li> <li>• One repatriation flight from Saudi Arabia in April 2020</li> <li>• One repatriation flight from Cairo in April 2020</li> </ul> <p>In addition to the repatriation flights organised by MFA, Consular also worked with foreign governments to facilitate the repatriation of Singaporeans and their dependents via their relief flights.</p> <p>Through our consular efforts, we helped approximately 4,000 Singapore residents to return home since the COVID-19 outbreak.</p> <p>In June 2020, a Singaporean student went missing after being swept into the sea by waves off the coast of Western Australia. When the family members decided to travel to Perth, a Crisis Response Team was sent to accompany the family for the duration of their stay to provide support on the ground.</p> <p>MFA has continued to embrace best practices, new technologies and other innovative solutions to deliver</p>	<p>MFA will continue to provide prompt and effective consular services for Singaporeans by leveraging technology, expanding partnerships, and adopting consular best practices. As part of the Whole-of-Government approach, MFA will continue to leverage the Smart Nation Initiative via the Service Journey for Overseas Singaporean and work with agencies such as GovTech, Smart Nation and Digital Government Office, the ICA, and the Ministry of Home Affairs to transform and digitalise the delivery of consular and immigration-related services to the public.</p> <p>Upon successful implementation of PayNow at the Consular Service Centre, we will explore expanding PayNow to more transactions at our Overseas Missions.</p>

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Desired Outcome	Performance Indicator	Actual FY2019/ Revised FY2020	Estimated FY2021
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timely and efficient consular assistance. For instance, we piloted the use of digital photos for Documents of Identity (DOIs), and worked with ICA on conducting identity verification of Singaporeans via video calls and to courier DOIs to them at their own expense. We have also worked with GovTech to integrate eRegister with the LifeSG mobile application. This would provide Singapore residents an alternative platform to eRegister their overseas contact details and travel information. As part of our outreach efforts under the "Be Informed & Be Safe" initiative, we have also extended our coverage of travel information pages on the MFA website to over 170 countries/regions.