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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

#### FY2022 EXPENDITURE ESTIMATES

##### Expenditure Estimates by Object Class

Code	Object Class	Actual FY2020	Estimated FY2021	Revised FY2021	Estimated FY2022	Change Over FY2021	
	<b>TOTAL EXPENDITURE</b>	<b>\$406,386,662</b>	<b>\$433,887,900</b>	<b>\$433,887,900</b>	<b>\$489,010,900</b>	<b>\$55,123,000</b>	<b>12.7%</b>
	Main Estimates						
	<b>OPERATING EXPENDITURE</b>	<b>\$397,567,573</b>	<b>\$421,387,900</b>	<b>\$421,387,900</b>	<b>\$473,010,900</b>	<b>\$51,623,000</b>	<b>12.3%</b>
	<i>RUNNING COSTS</i>	<i>\$314,062,806</i>	<i>\$339,813,700</i>	<i>\$337,581,200</i>	<i>\$387,285,300</i>	<i>\$49,704,100</i>	<i>14.7%</i>
	<b>Expenditure on Manpower</b>	<b>\$177,155,644</b>	<b>\$188,809,000</b>	<b>\$191,792,700</b>	<b>\$201,496,000</b>	<b>\$9,703,300</b>	<b>5.1%</b>
1200	Political Appointments	1,434,197	2,034,700	1,674,000	1,954,600	280,600	16.8
1500	Permanent Staff	158,434,481	166,660,400	170,697,700	178,999,100	8,301,400	4.9
1600	Temporary, Daily-Rated & Other Staff	17,286,966	20,113,900	19,421,000	20,542,300	1,121,300	5.8
	<b>Other Operating Expenditure</b>	<b>\$136,907,162</b>	<b>\$151,004,700</b>	<b>\$145,788,500</b>	<b>\$185,789,300</b>	<b>\$40,000,800</b>	<b>27.4%</b>
2100	Consumption of Products & Services	125,024,902	122,953,800	121,791,100	157,217,100	35,426,000	29.1
2300	Manpower Development	5,034,811	9,815,400	8,247,200	8,686,600	439,400	5.3
2400	International & Public Relations, Public Communications	2,971,628	13,978,000	11,353,200	15,539,800	4,186,600	36.9
2700	Asset Acquisition	1,602,140	1,346,100	1,411,000	1,436,900	25,900	1.8
2800	Miscellaneous	2,273,682	2,911,400	2,986,000	2,908,900	-77,100	-2.6
	<i>TRANSFERS</i>	<i>\$83,504,767</i>	<i>\$81,574,200</i>	<i>\$83,806,700</i>	<i>\$85,725,600</i>	<i>\$1,918,900</i>	<i>2.3%</i>
3600	Transfers to Institutions & Organisations	10,071,731	8,479,600	9,155,800	8,619,900	-535,900	-5.9
3800	International Organisations & Overseas Development Assistance	73,433,036	73,094,600	74,650,900	77,105,700	2,454,800	3.3

Code	Object Class	Actual FY2020	Estimated FY2021	Revised FY2021	Estimated FY2022	Change Over FY2021	
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>\$8,640,727</b>	<b>\$6,450,000</b>	<b>\$6,450,000</b>	<b>\$9,350,000</b>	<b>\$2,900,000</b>	<b>45.0%</b>
4600	Loans and Advances (Disbursement)	8,640,727	6,450,000	6,450,000	9,350,000	2,900,000	45.0
	Development Estimates						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>\$8,819,090</b>	<b>\$12,500,000</b>	<b>\$12,500,000</b>	<b>\$16,000,000</b>	<b>\$3,500,000</b>	<b>28.0%</b>
5100	Government Development	8,819,090	12,500,000	12,500,000	16,000,000	3,500,000	28.0

### Establishment List

Category/Personnel	Actual FY2020	Estimated FY2021	Revised FY2021	Estimated FY2022
<b>POLITICAL APPOINTMENTS</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
Minister	2	2	2	2
Senior Minister of State	1	1	1	1
<b>PERMANENT STAFF</b>	<b>956</b>	<b>1,108</b>	<b>1,101</b>	<b>1,105</b>
Accounting Profession (2008)	3	3	3	3
Administrative	4	6	6	6
Foreign Service (2002)	583	672	669	673
Foreign Service Administration Specialist Scheme	336	394	390	390
Home Affairs Services - ICA Senior Scheme	9	9	9	9
Home Affairs Services - ICA Specialist Scheme	8	9	9	9
Language Executive Scheme (2008)	1	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>477</b>	<b>527</b>	<b>519</b>	<b>529</b>
Locally Recruited Staff	477	527	519	529
<b>OTHERS</b>	<b>16</b>	<b>21</b>	<b>21</b>	<b>21</b>
Government Technology Agency (Sites)	16	21	21	21
<b>TOTAL</b>	<b>1,452</b>	<b>1,659</b>	<b>1,644</b>	<b>1,658</b>

## **FY2021 BUDGET**

The revised FY2021 expenditure of the Ministry of Foreign Affairs (MFA) is \$433.89 million. This is an increase of \$27.50 million (6.8%) compared to the actual FY2020 expenditure of \$406.39 million.

### ***Operating Expenditure***

The revised FY2021 operating expenditure is \$421.39 million, an increase of \$23.82 million (6.0%) compared to the actual FY2020 expenditure of \$397.57 million. The increase in operating expenditure is mainly due to the provision of an Annual Variable Component in FY2021 and the partial resumption of travel-related activities that had been suspended in FY2020 due to the COVID-19 pandemic.

### ***Development Expenditure***

The revised FY2021 development expenditure is \$12.50 million, an increase of \$3.68 million (41.7%) compared to the actual FY2020 expenditure of \$8.82 million. The increase in FY2021 is mainly due to the resumption of development projects delayed by the COVID-19 pandemic.

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

The revised FY2021 advances is \$6.45 million. It is mainly to meet ad-hoc cashflows required in the overseas operations of the Ministry.

## **FY2022 BUDGET**

The FY2022 total expenditure of MFA is projected to be \$489.01 million, an increase of \$55.12 million (12.7%) over the revised FY2021 expenditure of \$433.89 million. Of this, \$473.01 million (96.7%) is for operating expenditure and \$16.00 million (3.3%) is for development expenditure.

### ***Operating Expenditure***

Operating expenditure for FY2022 is projected to be \$473.01 million, an increase of \$51.62 million (12.3%) over the revised FY2021 expenditure of \$421.39 million. Of this, \$387.29 million (81.9%) is for running costs and \$85.73 million (18.1%) is for transfers. The increase in operating expenditure is mainly due to increases in IT-related expenditure and travel-related expenditure with planned resumption of travel activities in FY2022.

### ***Development Expenditure***

Development expenditure for FY2022 is projected to be \$16.00 million, an increase of \$3.50 million (28.0%) over the revised FY2021 expenditure of \$12.50 million. The increase in expenditure is mainly due to more minor development projects planned for FY2022.

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

Advances for FY2022 is projected to be \$9.35 million. It 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	387,285,300	85,725,600	473,010,900	16,000,000	489,010,900
	<b>Total</b>	<b>\$387,285,300</b>	<b>\$85,725,600</b>	<b>\$473,010,900</b>	<b>\$16,000,000</b>	<b>\$489,010,900</b>

**Development Expenditure by Project**

Project Title	Total Project Cost	Actual Expenditure Up to end of FY2019	Actual FY2020	Estimated FY2021	Revised FY2021	Estimated FY2022
<b>DEVELOPMENT EXPENDITURE</b>	...	...	<b>\$8,819,090</b>	<b>\$12,500,000</b>	<b>\$12,500,000</b>	<b>\$16,000,000</b>
<i>GOVERNMENT DEVELOPMENT</i>	...	...	8,819,090	12,500,000	12,500,000	16,000,000
<b>Foreign Affairs Programme</b>						
HQ Building Projects	...	...	869,372	0	0	350,000
ICT Projects	...	...	1,532,880	1,000,000	1,000,000	2,500,000
Overseas Properties Projects	...	...	2,261,538	6,200,000	6,200,000	2,300,000
Minor Development Projects	...	...	4,155,300	5,300,000	5,300,000	10,850,000

## 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 FY2020/ Revised FY2021	Estimated FY2022
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>Despite travel restrictions due to the COVID-19 pandemic, our leaders kept up a busy schedule of bilateral and multilateral engagements through videoconference and telephone calls.</p> <p>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, then-Japanese PM Suga Yoshihide, then-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>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>Through initiatives such as reciprocal green lanes and vaccinated travel lanes, we are facilitating the gradual resumption of visits by foreign leaders and officials to Singapore, such as the visits of US Vice President Kamala Harris, US Secretary of Defense Lloyd J. Austin III, US Secretary of Commerce Gina Raimondo, 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</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 deepen bilateral cooperation and links with the Malaysian government. We will continue our strong cooperation on managing COVID-19, including on ensuring the safe and smooth flow of goods between both countries, and the gradual resumption of safe travel. We will strengthen ties and understanding 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, facilitating safe travel and exploring opportunities for cooperation in emerging sectors like green energy and the digital economy. We will step up efforts to strengthen our links with the central and regional governments. We will also continue to engage the Indonesian government on their G20 priorities, and work with them to support their 2022 G20 Presidency, if invited to join the meetings.</p> <p>We will continue to closely engage Brunei, and build a steady momentum of high-level exchanges. We will find areas to further enhance our excellent relationship by exploring new areas of bilateral cooperation such as in agriculture and aquaculture, eco-tourism and climate change strategies.</p> <p>We will continue to look for opportunities to strengthen and expand our cooperation with Cambodia, Laos, Myanmar, Philippines, Thailand, and Vietnam. In particular, our agencies are keen to increase collaboration with Vietnam in new growth areas such as digital economy, sustainable development, and smart cities. We can ride on the upcoming 50th anniversary of bilateral relations and 10th year of the Strategic Partnership with Vietnam in 2023 to inject momentum in bilateral cooperation. The situation in Myanmar will continue to preoccupy ASEAN. We will continue to safeguard our interests through engagement of all key stakeholders while playing a constructive role in supporting ASEAN's efforts to encourage a peaceful resolution to the crisis. We will work towards resuming more high-level visits and in-person exchanges with the Southeast Asian neighbours, including through cultivation programmes such as the Lee Kuan Yew Exchange Fellowship and the SR Nathan Fellowship.</p> <p>As a longstanding, strategic partner of the US, we will continue to advance cooperation across the economic, defence, security, and people-to-people spheres; as well</p>

Desired Outcome	Performance Indicator	Actual FY2020/ Revised FY2021	Estimated FY2022
		<p>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>as in new areas of mutual interest like global pandemic preparedness, climate change, digital economy and innovation, and cybersecurity. We will maintain the momentum of high-level exchanges and visits with the Biden Administration, and work towards resuming high-level visits to the US in 2022.</p>
		<p>With the rest of the world also opening up to international travel, our leaders were also able to safely resume official travel to safeguard and pursue Singapore's national interests abroad. PM attended the G20 Leaders' Summit in Rome, Italy and the ASEAN Leaders' Meeting in Jakarta, Indonesia. Senior Minister Tharman Shanmugaratnam attended the G20 Finance Ministers and Central Bank Governors Meeting in Venice, Italy. Minister (Foreign Affairs) Vivian Balakrishnan attended the 76<sup>th</sup> UNGA, where he met several of his counterparts in person for the first time in two years. Minister (Foreign Affairs) Dr Vivian Balakrishnan also visited Brunei, China, the Holy See, Indonesia, Malaysia, and Vietnam. Senior Minister and Coordinating Minister for National Security Teo Chee Hean, DPM Heng Swee Keat, and 2Minister (Foreign Affairs) (Education) Dr Mohd Maliki Osman visited Brunei as well.</p>	<p>We will continue to strengthen our wide-ranging bilateral cooperation with Canada, which has grown in recent years across the defence, people-to-people, and economic spheres, particularly in bilateral trade and investment flows. We will also explore new and emerging areas of cooperation, such as in cybersecurity, infrastructure and smart cities, climate change, clean technology and urban waste management, the digital economy, and global pandemic preparedness.</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 our active engagement of the PRC through high-level visits and institutionalised bilateral mechanisms, like the JCBC, 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 and the Yangtze River Delta), 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, the digital economy and the green economy. We will continue to promote people-to-people exchanges through the gradual resumption of safe cross-border travel. We are exploring new mutually beneficial projects and keeping up the momentum of high-level exchanges such as President Halimah Yacob's State Visit to China.</p>
		<p>Following the outbreak of COVID-19, we have kept up high-level engagements between our leaders and their Malaysian counterparts through phone calls, videoconferences, and visits where possible. These included exchanges between PM Lee Hsien Loong and then-Malaysian PM Muhyiddin Yassin; co-chairs for the Singapore-Malaysia Working Committee on COVID-19 Senior Minister and Coordinating Minister for National Security Teo Chee Hean and then-Malaysian Senior Minister and Defence Minister Ismail Sabri Yaakob; and Minister (Foreign Affairs) Dr Vivian Balakrishnan and then-Malaysian Foreign Minister Hishammuddin Hussein. Through these interactions, our leaders discussed issues including the continued flow of essential goods between both countries, the safe and gradual resumption of cross-border travel, COVID-19 management, and cross-border connectivity projects.</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 also continue to build our links with Japanese and ROK personalities through our invitation programmes, such as the Raffles Programme and the ROK Directors-General Visit Programme; and 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 JSPP21, to address emerging development challenges and remain relevant in the coming decades.</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 then-Malaysian PM Muhyiddin Yassin witnessed a historic ceremony at the Causeway to mark the official resumption of the Johor Bahru – Singapore Rapid Transit System (RTS) Link Project. Then-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 then-Malaysian Foreign Minister Hishammuddin Hussein and Johor <i>Menteri Besar</i> Hasni Mohammad at the Causeway to discuss cross-border travel.</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 renewable energy, FinTech and the green economy.</p>
		<p>We have worked with Malaysian leaders to discuss and facilitate calibrated travel for groups of travellers such as through the Periodic Commuting Arrangement (PCA) with Malaysia launched in August 2020. During then-Malaysian Minister of Foreign Affairs Hishammuddin Hussein's visit to Singapore in May 2021, we jointly launched the Death, Critical Illness, Emergency Visits (DCEV) scheme for compassionate travel.</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>We have also cooperated with Malaysia to combat COVID-19, including through the contribution of medical</p>	<p>Singapore, as a new Dialogue Partner of the Pacific</p>

Desired Outcome	Performance Indicator	Actual FY2020/ Revised FY2021	Estimated FY2022
		<p>supplies across both the Federal and State levels. Our contributions included COVID-19 test kits, Personal Protective Equipment (PPE), 20,000 doses of the Sinovac vaccines and 100,000 doses of the Pfizer-BioNTech vaccines.</p>	<p>Islands Forum (PIF), will strengthen its engagement with the South Pacific. We will also continue supporting the capacity-building efforts of the PIS and TL, including in key areas such as climate change and disaster risk reduction.</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. Despite COVID-19 travel restrictions, we have also continued to host visits from Indonesian leaders with suitable safe management measures in place, including visits by Foreign Minister Retno Marsudi, Minister of Education, Culture, Research and Technology Nadiem Makarim, State-Owned Enterprises Minister Erick Thohir, and Coordinating Minister for Economic Affairs Airlangga Hartarto within this FY.</p>	<p>We will continue to strengthen relations with India in areas such as trade and investment, defence, and FinTech, as well as through our role as country coordinator of ASEAN-India Dialogue Relations.</p>
		<p>We have also continued to work together with Indonesia to combat COVID-19, including through the provision of medical supplies to support Indonesia's efforts. We provided three tranches of assistance packages of items including PPE, PCR machines and tests. We launched an "Oxygen Shuttle" programme in July 2021, which provided regular shipments of emergency oxygen supplies to Indonesia. We also donated 122,400 doses of the AstraZeneca COVID-19 vaccine to Batam and KEPRI province in September 2021.</p>	<p>We will also continue to build ties with other South Asian countries and explore areas for mutually beneficial collaboration.</p>
		<p>With Brunei, we have maintained our high-level engagement of Bruneian leaders through videoconferences, phone calls, and visits, to preserve our strong bilateral relationship amidst the COVID-19 pandemic. PM Lee Hsien Loong met the Sultan of Brunei, Sultan Hassanal Bolkiah on the sidelines of the ASEAN Leaders' Summit in April 2021, and had called him to convey Hari Raya Aidilfitri greetings in May 2021. DPM Heng Swee Keat, Senior Minister and Coordinating Minister for National Security Teo Chee Hean, and Minister (Foreign Affairs) Dr Vivian Balakrishnan have visited Brunei and met with the Sultan and the Bruneian leadership in 2021.</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. We are currently negotiating a bilateral Digital Economy Agreement with the UK, our first with a European country. We are also exploring digital economy cooperation with the EU, as well as France.</p>
			<p>We will continue to work with EU institutions and EU Member States to secure the ratification of the EUSIPA and the European Union-Singapore Partnership and Cooperation Agreement (ESPCA) by all EU Member States.</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 the High-Level Russia-Singapore Inter-Governmental Commission (IGC). We will also continue to push for the expeditious conclusion of the bilateral S&amp;I Agreements with the remaining EAEU countries (i.e. Russia, Belarus, Kazakhstan, and Kyrgyzstan). For Turkey, we will maintain high-level exchanges.</p>
			<p>We will similarly explore new avenues to engage the Central and Eastern European (CEE) countries, which are growing bilateral accounts.</p>
		<p>Singapore has worked closely with Brunei, including on strengthening public health cooperation and ways to safely reopen our borders to travel. In September 2020, Singapore and Brunei launched a Reciprocal Green Lane (RGL) to facilitate essential business and official travel for residents of both countries, with relevant public health safeguards in place. In August 2021, Singapore also launched a vaccinated travel lane for travellers from Brunei. Singapore has also provided assistance in the form of medical supplies such as COVID-19 test kits and PPE to Brunei. Singapore contributed 100,000 doses of the Moderna vaccine in August 2021 as part of our bilateral cooperation with Brunei. We subsequently sent another 100,000 doses of the Moderna vaccine to Brunei in September 2021. In exchange for this second tranche, Brunei will provide the same quantity of vaccines back to Singapore at a later date.</p>	<p>As global travel restrictions gradually ease, we will continue to strengthen our good relations with the Middle East, Central Asian, and North African countries through our participation in virtual and in-person high-level engagements, where opportune, as well as through the resumption of representational visits by our Non-Resident Ambassadors. We will also continue to provide technical assistance 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, leverage existing platforms such as the Singapore-Saudi Joint Committee, the Singapore-UAE Joint Committee, the Singapore-Qatar Implementation Monitoring Mechanism, and the various bilateral consultations mechanisms, as well as to ensure that the Gulf Cooperation Council (GCC)-Singapore FTA (GSFTA) is fully implemented.</p>
		<p>We have also kept up the momentum of exchanges with key Southeast Asian partners. PM Lee Hsien Loong had a telephone conversation with then-PM of Vietnam Nguyen Xuan Phuc in March 2021 to congratulate the latter on his re-election to the CPV Politburo and the successful conclusion of the CPV Congress in January 2021. PM also spoke to new Vietnam PM Pham Minh Chinh on the phone in April 2021, and had an in-person bilateral meeting on the sidelines of the ASEAN Leaders' Meeting held in Jakarta, Indonesia the same month, where both sides agreed to strengthen the Singapore-Vietnam Strategic Partnership. As borders gradually</p>	<p>We will continue to push for the expeditious conclusion of the bilateral Services and Investments Agreements with the remaining EAEU countries (i.e. Kazakhstan and the Kyrgyz Republic) and seek to finalise them as deliverables for incoming visits in 2022, including an expected State Visit by Kazakh President Kassym-Jomart Tokayev.</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</p>

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		<p>reopened, high-level engagements have resumed. This includes Minister (Foreign Affairs)'s Official Visit to Vietnam in June 2021, where Minister (Foreign Affairs) Dr Vivian Balakrishnan engaged new Vietnamese leadership and agreed on the formation of two joint working groups on COVID-19 cooperation and digital economy respectively. We convened key virtual meetings such as the Singapore – Thailand Political Consultations in August 2020 and October 2021, the Informal Consultations on the Philippine-Singapore Action Plan in July 2021, and the Singapore-Vietnam Bilateral Consultations in December 2020 and November 2021. We also made G-to-G contributions of COVID-19 supplies to Myanmar, the Philippines, and Thailand.</p>	<p>opportunities for collaboration. These include: our Pacific Alliance (PA) Associate State Membership, ongoing negotiations on a MERCOSUR-Singapore FTA, and the SCP, as well as regular representational visits by our Non-Resident Ambassadors, once conditions permit, to Argentina, Brazil, the Caribbean Community (CARICOM), Chile, Cuba, Mexico, Panama and Peru. Given the COVID-19 situation in Latin America and the Caribbean, we will continue to engage the region remotely, including through virtual platforms, while looking out for pockets of opportunity for in-person engagements.</p>
		<p>Our relations with the US, China, Japan, the Republic Of Korea (ROK), and the EU have also been strengthened.</p>	<p>We will continue to deepen our engagement of Sub-Saharan Africa in coordination with our economic agencies and stakeholders.</p>
		<p>We have maintained a broad slate of high-level bilateral exchanges with the US in 2020 and 2021. US Vice President Kamala Harris made an official visit to Singapore in August 2021, where she called on President Halimah Yacob and met with PM Lee Hsien Loong. Both announced new areas of collaboration, including the conclusion of three MOUs on strengthening cybersecurity cooperation, a US-Singapore Climate Partnership, and collaboration in trade and investment, and genome sequencing and epidemic intelligence. PM Lee Hsien Loong also met with US Secretary of Defense Lloyd J. Austin III in July 2021 during Austin's introductory visit to Singapore. We welcomed a virtual visit by a Congressional delegation in April 2021.</p>	
		<p>Minister (Foreign Affairs) Dr Vivian Balakrishnan spoke with then-US Secretary of State Mike Pompeo in March and August 2020, and again in January 2021. Minister (Foreign Affairs) also spoke with US Secretary of State Antony Blinken and National Security Advisor Jake Sullivan in January 2021. Minister (Foreign Affairs) participated in the US-led Defeat-ISIS Coalition Ministerial Meeting, and met with US Secretary of State Antony Blinken on the sidelines of the G20 Foreign Affairs Ministers' Meeting, both held in Italy in June 2021. Then-Minister (Trade and Industry) Chan Chun Sing spoke to then-US Secretary of Commerce Wilbur Ross in April 2020, and both leaders signed an MOU on Trade Financing and Investment Cooperation in December 2020. Then-Minister (Trade and Industry) Chan Chun Sing also spoke to National Security Council Coordinator for the Indo-Pacific Kurt Campbell in February 2021, US Trade Representative Katherine Tai in March 2021, and Secretary of Commerce Gina Raimondo in April 2021. Minister (Trade and Industry) Gan Kim Yong had a virtual meeting with US Trade Representative Katherine Tai in June 2021 and also participated in a roundtable on supply chain resilience alongside US Vice President Kamala Harris during her visit to Singapore in August 2021.</p>	
		<p>Then-Minister (Transport) Ong Ye Kung spoke to Secretary of Transportation Pete Buttigieg in April 2021. Minister (Home Affairs) (Law) K Shanmugam spoke to Homeland Security Secretary Alejandro Mayorkas in May 2021. Minister (Finance) Lawrence Wong met Treasury Secretary Janet Yellen on the sidelines of the G20 Finance Ministers and Central Bank Governors Meeting in Venice in July 2021.</p>	
		<p>Minister (Defence) Dr Ng Eng Hen spoke with then-US Secretary of Defense Mark Esper in August 2020. Minister (Defence) Dr Ng Eng Hen also met with US Secretary of Defense Lloyd J. Austin III in July 2021,</p>	



Desired Outcome	Performance Indicator	Actual FY2020/ Revised FY2021	Estimated FY2022
		<p>during his visit to Singapore. Both leaders reaffirmed bilateral defence ties and continued cooperation in cyber defence and strategic communications.</p>	
		<p>Singapore and China have kept up regular interactions amidst the COVID-19 pandemic. Both sides 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. Singapore also unilaterally re-opened its borders to China in November 2020. 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. Minister (Foreign Affairs) Dr Vivian Balakrishnan visited Fujian at State Councilor Wang's invitation in March 2021 and Chongqing in June 2021 for the Special ASEAN-China Foreign Ministers' Meeting (SACFMM). State Councilor Wang also visited Singapore in September 2021 where he called on PM Lee Hsien Loong and DPM Heng Swee Keat, and met Minister (Foreign Affairs) Dr Vivian Balakrishnan.</p>	
		<p>Amid the pandemic, we also kept up our engagement with China through phone calls, video conferences and virtual participation at events. President Halimah Yacob delivered a speech at the Opening Plenary of the Bo'ao Forum for Asia in April 2021. PM spoke to PRC President Xi Jinping in July 2020 and October 2021. DPM Heng Swee Keat co-chaired the 16<sup>th</sup> Joint Council for Bilateral Cooperation (JCBC) with PRC Vice Premier Han Zheng in December 2020 where they co-witnessed the conclusion of nine MOUs. DPM Heng Swee Keat spoke at the opening ceremony of the 18<sup>th</sup> China-ASEAN Expo (CAEXPO) in September 2021. ESM Goh Chok Tong spoke at the 9<sup>th</sup> World Peace Forum in July 2021. SM Teo Chee Hean spoke to Politburo Member and Minister of the Organisation Department of the Communist Party of China Central Committee (COD) Chen Xi at the 8<sup>th</sup> Singapore-China Forum on Leadership in October 2021. Minister (Foreign Affairs) delivered remarks at the Asia and Pacific High-Level Conference on Belt and Road Cooperation in June 2021 and the High-Level Videoconference on Belt and Road International Cooperation Combating COVID-19 with Solidarity in June 2020. Minister (Education) and Minister in-charge of the Civil Service Chan Chun Sing co-chaired the 8<sup>th</sup> Singapore-China Forum on Leadership with COD Executive Vice Minister Jiang Xinzhi in October 2021.</p>	
		<p>Bilateral exchanges with Japan and the ROK have continued in 2020 and 2021. 2021 marked the 50<sup>th</sup> anniversary of the establishment of Singapore-Japan relations. PM Lee Hsien Loong had separate phone calls with then-PM Suga Yoshihide in October 2020 and May 2021. PM Lee also had a telephone call with PM Kishida Fumio in November 2021. Then-Minister (Trade and Industry) Chan Chun Sing held a videoconference with then-Minister for Economy, Trade and Industry Kajiyama Hiroshi in May 2020, following which both countries issued a Joint Statement on Facilitating Resilient Economic Activities for Combating the COVID-19 Pandemic. Foreign Minister Motegi Toshimitsu made his introductory visit to Singapore in August 2020 while then-Administrative Reform Minister Kono Taro and Parliamentary Vice-Minister for Foreign Affairs Kokuba Konosuke visited Singapore in December 2020 and August 2021 respectively. Speaker of Parliament Tan Chuan-Jin, in his capacity as President of the Singapore National Olympic Council, and Minister (Community, Culture and Youth) and 2Minister (Law) Edwin Tong visited Tokyo for the Olympic Games in July 2021. For the ROK, then-Foreign Minister Kang Kyung-wha had a</p>	

Desired Outcome	Performance Indicator	Actual FY2020/ Revised FY2021	Estimated FY2022
		<p>phone call with Minister (Foreign Affairs) Dr Vivian Balakrishnan in September 2020. Then-Deputy Minister for Foreign Affairs Kim Gunn visited Singapore in September 2020, and Foreign Minister Chung Eui-yong made an introductory visit in June 2021.</p>	
		<p>Following the entry into force of the European Union-Singapore Free Trade Agreement (EUSFTA) in November 2019, 10 out of 27 EU member states have ratified the European Union-Singapore Investment Protection Agreement (EUSIPA). The conclusion of an EU-ASEAN Comprehensive Air Transport Agreement in June 2021 will enhance air connectivity between the two regions. We continue to build on our relations with emerging markets such as the Eurasian economies. Following the signing of the Framework and Non-Services and Investment Agreements of the Eurasian Economic Union (EAEU)-Singapore FTA, and the Singapore-Armenia Services and Investments (S&amp;I) Agreement in October 2019 in Armenia, the Armenia-Singapore S&amp;I Agreement entered into force on 1 February 2021. Negotiations on the bilateral S&amp;I Agreements with the remaining EAEU countries are ongoing. Singapore signed the UK-Singapore FTA in December 2020 to maintain our trade relationship following Brexit.</p>	
		<p>We have maintained regular high-level exchanges, both physically and virtually, with Australia, NZ, the Pacific and Timor-Leste (TL). Australian PM Scott Morrison visited Singapore to attend the 6<sup>th</sup> Singapore-Australia Leaders Meeting in June 2021. We also hosted the visit by Australian Foreign Minister Marise Payne in October 2020.</p>	
		<p>We also kept up high-level interactions virtually. The strong momentum in bilateral cooperation with Australia and NZ continues to be underpinned by the Comprehensive Strategic Partnership (CSP) and EP respectively. The 12<sup>th</sup> Singapore-Australia Joint Ministerial Committee (SAJMC) meeting was held in August 2021 and a Virtual Summit between PM Lee Hsien Loong and NZ PM Jacinda Ardern took place in May 2020 in conjunction with 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.</p>	
		<p>We worked closely with Australia and NZ to tackle the challenges brought about by COVID-19. Most notably, Singapore and Australia concluded a dose sharing agreement of 500,000 Pfizer-BioNTech vaccines in September 2021. We have also worked with Australia and NZ on issues such as the resumption of travel, the mutual recognition of vaccine certificates and supply chain connectivity.</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.</p>	
		<p>We have been supporting the capacity-building efforts of the PIS and Timor-Leste 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. We have also provided humanitarian assistance to TL, Palau and Fiji.</p>	
		<p>We continued to engage India through virtual and other means. PM Lee Hsien Loong spoke on the telephone with Indian PM Narendra Modi in April 2020, to discuss the COVID-19 situation and economic cooperation.</p>	

Desired Outcome	Performance Indicator	Actual FY2020/ Revised FY2021	Estimated FY2022
		<p>Minister (Foreign Affairs) Dr Vivian Balakrishnan participated virtually in the Raisina Dialogue, organised by the Indian Ministry of External Affairs and the Observer Research Foundation in April 2021. SMS (National Development) (Foreign Affairs) Sim Ann had a virtual meeting with Indian Minister of State for External Affairs and Parliamentary Affairs V Muraleedharan in June 2021. When opportune, our leaders have had in-person interactions. Minister (Foreign Affairs) Dr Vivian Balakrishnan met External Affairs Minister S Jaishankar on the sidelines of the G20 Foreign Ministers' Meeting in Italy in June 2021, and at the UNGA in New York in September 2021. DPM Heng Swee Keat spoke virtually at the Confederation of India Industry Annual Meeting in August 2021.</p>	
		<p>We similarly continued to strengthen bilateral relations with other South Asian countries. We marked the 50<sup>th</sup> anniversary of the establishment of diplomatic relations between Singapore and Sri Lanka with Minister (Foreign Affairs) virtually attending the Singapore-Sri Lanka commemorative Joint Stamp Launch with then-Sri Lankan Foreign Minister Dinesh Gunawardena in July 2021.</p>	
		<p>With travel restrictions making visits to Sub-Saharan Africa challenging, we have instead engaged with the region's leaders where opportune, with Minister (Foreign Affairs) meeting his Rwandan counterpart on the sidelines of the G20 Foreign Ministers' Meeting in June 2021 and his counterparts from Cabo Verde, Kenya, Maldives, and South Africa at the UNGA in September 2021.</p>	
		<p>We have also provided COVID-19 related supplies to support India and Nepal's efforts to combat the COVID-19 pandemic.</p>	
		<p>Minister (Foreign Affairs) Dr Vivian Balakrishnan met the Foreign Ministers of the Kingdom of Saudi Arabia (KSA), Kuwait, Bahrain, Iran, Jordan, Kazakhstan, the Kyrgyz Republic and the Palestinian Authority; UAE Minister of Industry and Advanced Technology Dr Sultan Al Jaber as well as the Gulf Cooperation Council (GCC) Secretary-General Dr Nayef Al Hajraf on the side lines of the 76th UNGA in September 2021. 2Minister (Foreign Affairs) (Education) Dr Mohd Maliki Osman also made a working visit to the UAE, KSA, and Qatar in October 2021.</p>	
		<p>We will work with agencies to convene the inaugural Singapore-Saudi Arabia Joint Committee (SSJC) later in FY2021. The Singapore Pavilion at Expo 2020 Dubai was also launched in October 2021 and Singapore Day took place on 22 January 2022.</p>	
		<p>We have maintained the uptick in high-level interactions with Canada. PM Lee Hsien Loong spoke with Canadian PM Justin Trudeau in May 2021. Minister (Foreign Affairs) Dr Vivian Balakrishnan regularly participated in the Ministerial Coordination Group on COVID-19 (MCGC) in 2020, convened by then-Canadian Minister of Foreign Affairs François-Philippe Champagne to facilitate coordination and information sharing among countries on the COVID-19 situation. Minister (Foreign Affairs) Dr Vivian Balakrishnan spoke with Canadian Minister of Foreign Affairs Marc Garneau in February 2021, and met with Garneau on the sidelines of the G20 Summit held in Italy in June 2021. Then-Minister (Trade and Industry) Chan Chun Sing also spoke with Canadian Minister of International Trade, Export Promotion, Small Businesses and Economic Development Mary Ng over videoconference in May 2020, reaffirming Singapore's commitment to facilitate cross-border flows alongside Australian Minister for Trade, Tourism and Investment</p>	

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		<p>Simon Birmingham, ROK Minister for Trade Yoo Myung-hee and New Zealand Minister for Trade and Export Growth David Parker. Then-Minister (Trade and Industry) Chan Chun Sing also spoke with Minister Mary Ng in August 2020. Minister (Trade and Industry) Gan Kim Yong also had a virtual meeting with Minister Mary Ng in June 2021.</p>	
		<p>2Minister (Finance) (National Development) Indraneel Rajah and Minister of International Trade, Export Promotion, Small Business and Economic Development Mary Ng witnessed the signing of the renewal of the SG-Canada MOU on Infrastructure Collaboration in October 2020.</p>	
		<p>Global Affairs Canada, in collaboration with ESG and the Canadian Chamber of Commerce in Singapore, hosted a week-long virtual trade mission to Singapore on e-commerce in March 2021. In terms of representation in Singapore, the Saskatchewan provincial government is in the process of opening up a Trade and Investment Office in Singapore in 2021, co-located within the Canadian High Commission.</p>	
		<p>There has been good momentum of our political engagement of key Latin American accounts, despite the COVID-19 pandemic. PM Lee Hsien Loong and Minister (Foreign Affairs) Dr Vivian Balakrishnan met the Presidents of Colombia, Chile, Mexico and Peru at the virtual 15<sup>th</sup> Pacific Alliance Summit in December 2020. PM also spoke to Colombian President Ivan Duque over the phone in April 2020 to exchange views on tackling COVID-19. Minister (Foreign Affairs) Dr Vivian Balakrishnan had telephone / video calls with Costa Rican Foreign Minister Rodolfo Solano in September 2020, then-Brazil Foreign Minister Ernesto Araujo in August 2020, and February 2021, Chilean Foreign Minister Andres Allamand in November 2020, then-Colombia Foreign Minister Claudia Blum in February 2021, Cuban Foreign Minister Bruno Rodriguez in March 2021, and Suriname Foreign Minister Albert Ramdin in May 2021. Minister (Foreign Affairs) took the opportunity on the sidelines of the 76<sup>th</sup> UNGA to meet with Brazil Foreign Minister Carlos França; Colombia President Ivan Duque and Vice President and Foreign Minister Marta Lucia Ramirez; Mexico Foreign Minister Marcelo Ebrard; and Peru Foreign Minister Oscar Maúrtua in September 2021. Minister (Foreign Affairs) also interacted with Panama Foreign Minister Erika Mouynes and Costa Rica Foreign Minister Solano at the 3G Ministerial Meeting on the sidelines of the UNGA in September 2021. Minister also held virtual bilateral consultations with Peru in January 2021 to commemorate the 40<sup>th</sup> anniversary of diplomatic relations. Then-Minister (Trade and Industry) Chan Chun Sing also had a videoconference with Chilean Foreign Minister Allamand, and Chilean Vice Minister of Trade Rodrigo Yañez.</p>	
		<p>We have strengthened our bilateral cooperation with key Latin American accounts. Notable developments include the conclusion of the Pacific Alliance-Singapore Free Trade Agreement in July 2021, Brazil's ratification of the Avoidance of Double Taxation Agreement in March 2021; Colombia's accession to the Treaty of Amity and Cooperation in Southeast Asia in November 2020; Peru's ratification of the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP) in August 2021; Chile's ratification of the Digital Economy Partnership Agreement (DEPA) in August 2021 (following its virtual signing with Singapore and New Zealand in June 2020); and the progress of negotiations for a MERCOSUR-Singapore FTA in 2021.</p>	
		<p>We have also made progress in our engagement of</p>	

Desired Outcome	Performance Indicator	Actual FY2020/ Revised FY2021	Estimated FY2022
<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>regional groupings such as the Caribbean Community (CARICOM) on the sidelines of the 76<sup>th</sup> UNGA in September 2021. Minister (Foreign Affairs) Dr Vivian Balakrishnan met Saint Kitts &amp; Nevis Minister of Foreign Affairs Mark Brantley in a group setting with other Forum of Small States (FOSS) foreign ministers on 22 September 2021. Minister (Foreign Affairs) Dr Vivian Balakrishnan also met Belizean Minister of Foreign Affairs, Foreign Trade and Immigration Eamon Courtenay, Grenada Minister of Foreign Affairs International Business and CARICOM Affairs Oliver Joseph and Jamaica Minister of Foreign Affairs and Foreign Trade Kamina Johnson-Smith on 24 September 2021.</p> <p>After the coup in Myanmar on 1 February 2021, Singapore played an active role within ASEAN to help Myanmar find a peaceful solution to national reconciliation, through the ASEAN Leaders' Meeting, the Five-Point Consensus and provision of humanitarian assistance. This has not detracted Singapore and other ASEAN Member States from making progress in ASEAN's agenda for the year.</p> <p>Amid the COVID-19 pandemic, ASEAN's focus has been on managing the pandemic and its after-effects, and charting a path for post-pandemic economic recovery. We supported ASEAN's COVID-19 initiatives, including the COVID-19 ASEAN Response Fund, ASEAN Regional Reserve of Medical Supplies, the ASEAN Comprehensive Recovery Framework, a set of Standard Operating Procedures for Public Health Emergencies, and the ASEAN Travel Corridor Arrangement Framework.</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, 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 also successfully oversaw the upgrade of ASEAN-EU relations to a Strategic Partnership and conclusion of the ASEAN-EU Comprehensive Air Transport Agreement while continuing work on the ASEAN-EU Free Trade Agreement.</p> <p>We continued to play a constructive role in the ASEM process to ensure its continued relevance and sustainability, following the conclusion of Singapore's two-year term as ASEAN Regional Coordinator in January 2021 and the successful issuance of an ASEM COVID-19 Ministerial Joint Statement. PM Lee Hsien Loong attended the virtual 13<sup>th</sup> ASEM Summit, from 25 – 26 November 2021.</p> <p>We worked closely with Malaysia and NZ as the 2020 and 2021 APEC Chairs respectively, as well as with other APEC economies to continue to push for greater trade and investment facilitation and liberalisation, closer regional economic integration and more importantly, to look into measures to mitigate the impact of the COVID-19 pandemic with a view to a more inclusive, sustainable and robust recovery. Following up from the endorsement of the APEC Putrajaya Vision 2040 during Malaysia's chairmanship in 2020, we are also contributing to NZ's drafting of the implementation plan for the APEC Putrajaya Vision 2040.</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, strengthen relations with external partners, and step up cooperation in Singapore's key strengths, including smart city development and cybersecurity.</p> <p>Under Cambodia's 2022 ASEAN Chairmanship, we will continue to table and shape new initiatives to champion key interests, including economic integration and in emerging areas such as digital, green and blue economy. We will also work with the Cambodian Chair, in our capacity as ASEAN Smart Cities Network (ASCN) Shepherd country to push for ASCN's continued cooperation with external partners.</p> <p>To maintain regional peace and stability through ASEAN, we will aim to facilitate progress on a Code of Conduct in the South China Sea that is in accordance with international law and support ASEAN's efforts in the Myanmar crisis to maintain ASEAN's credibility.</p> <p>As ASEAN-India coordinator, we will pursue areas of cooperation and deliverables to deepen ASEAN-India relations and profile ourselves as an effective country coordinator.</p> <p>Singapore will continue our active participation in the APEC process and engage the Thai government on their APEC priorities, particularly where there are complementarities between Thailand's Bio-Circular-Green Economy Model and the Singapore Green Plan 2030 to strengthen cooperation in sustainable development. Singapore will also work closely with Thailand as the 2022 APEC Chair and other APEC economies to mitigate the impact of COVID-19 on international trade and investment, promote safe cross-border travel, and expedite economic recovery from the pandemic.</p>

Desired Outcome	Performance Indicator	Actual FY2020/ Revised FY2021	Estimated FY2022
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>Singapore encouraged Parties to the CPTPP to ratify and implement the Agreement.</p> <p>We have maintained Singapore's active engagement with and positive agenda at the UN and key international organisations.</p> <p>We demonstrated strong support for the UN. 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>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>Minister (Foreign Affairs) Dr Vivian Balakrishnan attended the 76th UNGA High Level Week (HLW) in-person in September 2021, where he delivered Singapore's statement. Minister (Foreign Affairs) Dr Vivian Balakrishnan had 38 bilateral meetings and six group engagements there. In addition, Minister (Foreign Affairs) Dr Vivian Balakrishnan chaired a Global Governance Group (3G) meeting, and a Roundtable Discussion on Digital Issues.</p> <p>We boosted Singapore's profile as a constructive player in global public health amid the COVID-19 pandemic. PM Lee Hsien Loong delivered a video message on vaccine multilateralism for the launch of the Global Citizen's "Recovery Plan for the World" campaign in February 2021.</p> <p>PM Lee Hsien Loong also participated in the Independent Panel for Pandemic Preparedness and Response (IPPR)'s "Friends of Multilateralism, Heads of State and Government Round Table" on 4 May 2021, which was co-hosted by former NZ PM and United Nations Development Programme (UNDP) Administrator Helen Clark and former President of Liberia and Nobel Peace Prize Laureate Ellen Johnson Sirleaf.</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). In addition to our March 2020 contribution of US\$500,000 to the WHO Strategic Preparedness and Response Plan (SPRP) for COVID-19, Singapore contributed a further US\$5 million to the COVAX Advance Market Commitment (AMC) in January 2021. 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. We continued to profile our progress in sustainable development. PM Lee Hsien Loong participated in the Asia Regional Commonwealth Heads of Government Roundtable on "Accelerating Economic Recovery and Sustainable Markets" hosted by the Prince of Wales on 24 May 2021 to showcase Singapore's efforts to embark on a green and sustainable post-COVID-19 recovery.</p> <p>As co-chair of the Inter-Ministry Committee on the Sustainable Development Goals (IMC-SDGs), we continued to work 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 UNDP and UN Human Settlements Programme (UN-Habitat), to</p>	<p>As the Chair of the CPTPP Commission in 2022, 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>We will maintain our active participation at the UN and other international fora to advance our national interests and enhance our global standing. We will promote Singapore's positive agenda at the UN, including our progress in and 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 in 2023. For UNFCCC climate change negotiations, we will work towards positive outcomes and safeguard our interests at the 27<sup>th</sup> Conference of the Parties to the UNFCCC in Sharm el-Sheikh, Egypt in November 2022. We will also continue to participate actively in other climate change fora outside the UNFCCC to advance our interests.</p> <p>We will also continue to coordinate the work of the IMC on Human Rights and the relevant ministries following Singapore's successful 3rd Universal Periodic Review in May 2021. We will build on our engagements with UN development agencies e.g. UN Children's Fund (UNICEF) and UN-Habitat to leverage Singapore's experience in areas such as water, smart cities and sustainable solutions to help fellow developing countries achieve the SDGs.</p> <p>Building on Singapore's chairmanship of the Sixth (Legal) Committee during the 72<sup>nd</sup> UNGA, 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 continue to underscore Singapore's commitment to upholding international rule of law and a rules-based multilateral order.</p> <p>We will play a constructive role in the ICAO, IMO, and United Nations Commission on International Trade Law (UNCITRAL). We will continue to lobby for Singapore's various candidatures to international organisations. We will also continue to play an active and constructive role at the IAEA, consistent with Singapore's interests in nuclear safety, security and safeguards. We will participate in the forthcoming Tenth Review Conference of the Treaty on the Non-Proliferation of Nuclear Weapons (NPT) in 2022.</p> <p>We will continue to play an active role on Ocean issues through our Presidency of the BBNJ IGC. We will hold a high-level event to commemorate the 40<sup>th</sup> anniversary of the adoption of the UN Convention on the Law of the Sea (UNCLOS) in 2022. To continue profiling our Singapore's contributions to international heritage and culture, we will build on our existing engagement with UNESCO. We will also continue our engagement of fellow Commonwealth states through our participation at the upcoming Commonwealth Heads of Government Meeting in June 2022.</p> <p>We will continue to position Singapore as a key Member State in global public health discussions through our engagement with global 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 and the new "FOSS for Good" technical assistance package.</p> <p>We will continue to participate actively in cybersecurity discussions at the UN, including chairing the Open-Ended Working Group on security of and in the use of</p>	

Desired Outcome	Performance Indicator	Actual FY2020/ Revised FY2021	Estimated FY2022
	<p>provide technical assistance and capacity building to developing countries in the areas of leadership and governance, sustainable cities, climate action, and digitalisation solutions. To this end, Singapore has continued to support the UNDP Global Centre in Singapore as the Global Centre for Technology, Innovation and Sustainable Development (GC-TISD).</p> <p>We continued to safeguard our interests in UN Framework Convention on Climate Change (UNFCCC) negotiations, including the 52<sup>nd</sup> Session of the UNFCCC Subsidiary Bodies (SB-52) held virtually in May/June 2021, and the 26<sup>th</sup> Conference of the Parties to the UNFCCC (COP-26) in Glasgow, Scotland in November 2021. 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. We have also participated in a series of high-level meetings such as the Leaders Summit on Climate convened by the US in April 2021 to showcase Singapore's achievements in climate action.</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 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 assisted in lobbying for Mr Daren Tang's successful election as the Director-General of the World Intellectual Property Organization (WIPO) in March 2020, and Singapore's successful re-election to the Universal Postal Union (UPU) Postal Operations Council (POC) for the term 2021 – 2024 in August 2021. We have also assisted in lobbying for Singapore's upcoming candidatures for Delegate for Asia on the INTERPOL Executive Committee for the term 2021 – 2024 at elections to be held in November 2021, International Maritime Organization (IMO) Council for the term 2022 – 2023 to be held in December 2021, International Civil Aviation Organization (ICAO) Council for the term 2022 – 2025 at elections to be held in September 2022, and Commission on Narcotic Drugs (CND) for the term 2024 – 2027 at elections to be held in June 2023.</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 75<sup>th</sup> and 76<sup>th</sup> UNGA and our presidency of the Intergovernmental Conference on Marine Biodiversity of Areas Beyond National Jurisdiction (BBNJ IGC).</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. DG/IO Lynette Long led Singapore's delegation to the High-Level Meeting to commemorate the 60<sup>th</sup> anniversary of the Non-Aligned Movement in Belgrade, Serbia from 11 to 12 October 2021. 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 September 2021.</p> <p>As convener of the 3G, which comprises 30 small and</p>		<p>information and communication technologies 2021-2025 (OEWG). We will also continue to coordinate the work of the IMC on Export Controls to ensure Singapore's compliance with the relevant UN Security Council resolutions, including those pertaining to the proliferation of weapons of mass destruction.</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 March, July and tentatively November 2022.</p> <p>We will continue to strengthen our engagement and collaboration with the WIPO, and its members, including through WIPO's committees, the Asia-Pacific Group, as well as through the WIPO Singapore Office. We will continue to support Director-General Daren Tang's efforts to re-orientate WIPO to focus on innovation.</p> <p>We will maintain our constructive participation in the WTO, especially on key issues such as WTO reform (including the dispute settlement mechanism) and response to the COVID-19 pandemic. We will continue to work closely with Australia and Japan, as co-conveners of the Joint Statement Initiative for E-Commerce, to develop rules on trade-related aspects of e-commerce. We will also continue to support the open, rules-based multilateral trading system by strengthening the WTO and maintaining its relevance, including through the use of plurilaterals to address new and emerging issues such as trade and environment.</p> <p>Singapore will continue our active contribution to the G20 process if invited to join the meetings. Singapore will continue to promote dialogue between the G20 and the wider UN membership as convener of the 3G, which comprises 30 small and medium-sized countries, as well as consolidate 3G's proposals on climate change, post-pandemic recovery, and digitalisation to the G20 Presidency.</p> <p>MFA and relevant agencies will continue to monitor developments in the Arctic, in particular those that would have an impact on Singapore, such as rising sea levels and the opening of new shipping routes. Agencies will also continue our active engagement of and contribution to the AC in a Whole-Of-Government (WOG) effort.</p> <p>We will continue to participate in the IORA to protect our interests as a maritime and trading nation.</p>

Desired Outcome	Performance Indicator	Actual FY2020/ Revised FY2021	Estimated FY2022
		<p>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 connectivity, public health management and climate change to the G20 Presidency. In this connection, Minister (Foreign Affairs) Dr Vivian Balakrishnan hosted the 3G Ministerial Meetings at the 76th UNGA. We are also convenors of the FOSS. In light of COVID-19, we have organised several virtual FOSS dialogues on tackling the pandemic. During Minister (Foreign Affairs) Dr Vivian Balakrishnan's visit to New York during the 76th UNGA HLW, Minister (Foreign Affairs) Dr Vivian Balakrishnan launched the "FOSS for Good" technical assistance package to commemorate the 30th anniversary of FOSS in 2022. We raised awareness of major urban challenges such as water and sanitation issues through events like World Toilet Day.</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 coordinated the IMC on Human Rights' preparations for Singapore's 3<sup>rd</sup> Universal Periodic Review where our human rights record was reviewed by the Human Rights Council (HRC).</p>	
		<p>Ambassador-at-Large (AAL) Chan Heng Chee led Singapore's delegation to present Singapore's 3<sup>rd</sup> UPR in May 2021 to the HRC in Geneva (hybrid format). The outcome of Singapore's 3<sup>rd</sup> UPR was adopted on 1 October 2021 smoothly, with Singapore accepting the majority of the 324 recommendations made at our review.</p>	
		<p>As the Chair of the IMC on Export Controls, we also worked closely with relevant agencies to ensure Singapore's compliance with the relevant UN Security Council resolutions, including those pertaining to the proliferation of weapons of mass destruction.</p>	
		<p>Singapore worked with the international community to support positive developments on the Korean Peninsula, including efforts towards the denuclearisation of the Korean Peninsula. Singapore continued to implement the relevant UN Security Council Resolutions fully and faithfully.</p>	
		<p>We worked with MCCY and NHB with a view to preparing Singapore's possible upcoming nominations to the UN Educational, Scientific and Cultural Organisation (UNESCO) Representative List of the Intangible Cultural Heritage of Humanity, and UNESCO World Heritage Sites.</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 Authority (ISA) Annual Sessions in Kingston, Jamaica in 2019 and 2020.</p>	
		<p>We played an active and constructive role at the World Intellectual Property Organisation (WIPO) by working with its Director-General Daren Tang, and participating in WIPO's key committees such as the Programme and Budget Committee and Coordination Committee, the Asia-Pacific Group, as well as through the WIPO Singapore Office.</p>	
		<p>At the World Trade Organisation (WTO), we continued to play an active role in strengthening the open, rules-based multilateral trading system and participate constructively in discussions, in particular, in the lead up to the 12th Ministerial Conference from 30 November to 3 December 2021.</p>	



Desired Outcome	Performance Indicator	Actual FY2020/ Revised FY2021	Estimated FY2022
	<p data-bbox="355 1048 528 1240">4. Develop goodwill towards Singapore by sharing our developmental experience with partners through our technical assistance programme</p>	<p data-bbox="582 315 1035 483">As co-convenor of the Joint Statement Initiative on E-commerce, Singapore, together with Australia and Japan, is working with 83 other WTO Members to develop rules, given the growing importance of the digital economy. Singapore and Jamaica also co-chaired the WTO's Sub-Group on the WTO's response to the COVID-19 pandemic.</p> <p data-bbox="582 510 1035 607">As an invited guest country of KSA and Italy during their respective 2020 and 2021 Presidencies, we participated actively in the G20 process including the numerous sectoral Ministerial meetings and the Leaders' Summits</p> <p data-bbox="582 633 1035 801">Singapore participated in various Arctic Council (AC) and Arctic-related meetings, including the AC Ministerial Meeting in May 2021. Agencies such as MFA, MPA, NParks and NEA represented Singapore at relevant AC Working Group meetings. Singapore also participated in the 3<sup>rd</sup> Arctic Science Ministerial Meeting organised by Iceland and Japan.</p> <p data-bbox="582 828 1035 1021">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 Public Finance Management and Project Management in FY2020 and FY2021 respectively. 2Minister (Education)(Foreign Affairs) Dr Mohd Maliki Osman also virtually attended the IORA Council of Ministers Meeting in December 2020.</p> <p data-bbox="582 1048 1035 1216">More than 132,000 foreign officials from over 180 countries, territories and intergovernmental organisations have participated in the SCP since 1992. Responding to the challenges posed by the COVID-19 pandemic, the SCP pivoted online in mid-2020. The SCP also launched a new online management system in August 2020 to facilitate applications for our courses.</p> <p data-bbox="582 1243 1035 1435">The SCP constantly reviews and refines its programmes to address emerging global and regional trends and challenges, such as climate change, and support the UN 2030 Agenda. The SCP has also introduced courses to share Singapore's experience in managing the challenges and opportunities that have arisen from the COVID-19 pandemic, including pandemic management and digitalisation.</p> <p data-bbox="582 1462 1035 1655">In FY2020, the SCP continued to work with MSE on the Climate Action Package (CAP) to help developing countries address climate change and build climate resilience. The CAP was extended for another two years until March 2023. We also continue to offer courses to Small Island Developing States (SIDS) and the Alliance of Small Island States (AOSIS) under the Singapore Partnership for Samoa Pathway (SPa).</p> <p data-bbox="582 1682 1035 1874">In FY2021, Singapore and the US agreed to strengthen capacity building collaboration on climate change and environmental sustainability in Southeast Asia under the Singapore-US Third Country Training Programme (TCTP). Two new programmes on "Smart Cities Professional Exchanges" and "Smart Cities Green Buildings Programme" were announced for rollout in 2022.</p> <p data-bbox="582 1901 1035 2116">The SCP continues to prioritise human capital development for our ASEAN neighbours, on our own and together with like-minded partners such as the US, Thailand, Chile, Google and Microsoft. Our Singapore Cooperation Centres (SCCs) in Cambodia, Laos, Myanmar, and Vietnam (CLMV) have been conducting courses under the Initiative for ASEAN Integration (IAI) Work Plan IV (2021 – 2025) to narrow the development gap among ASEAN members. The SCCs also provide</p>	<p data-bbox="1061 1048 1514 1339">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 fellow developing countries. Other than having courses to share our experience in managing the COVID-19 pandemic, we will also introduce courses on key topics such as digitalisation. 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 data-bbox="1061 1366 1514 1731">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 SCCs in CLMV with third country partners, NGOs, and the private sector to help these new ASEAN members narrow the development gap. We will also work with partners on TCTP 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 TCTP MOU with Argentina. We also plan to sign an MOU with Chile to formalise our long-standing Joint Training Programme (JTP) to a TCTP. We will renew the ETAP for the ASEAN Secretariat for another three years.</p> <p data-bbox="1061 1758 1514 1926">To commemorate FOSS' 30<sup>th</sup> Anniversary in 2022, the SCP launched a new "FOSS for Good" technical assistance package at the 76<sup>th</sup> UN General Assembly. The package will run from 2022 to 2023, and aims to provide a peer-learning platform for all FOSS members, regardless of development status, to share development challenges and solutions.</p> <p data-bbox="1061 1953 1514 2022">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 FY2020/ Revised FY2021	Estimated FY2022
Prompt and effective consular services for Singaporeans	5. Timely and effective consular services for Singaporeans – less than 5% negative feedback on consular cases	<p>additional targeted capacity building for each country through collaborations with other Singapore agencies, Singapore companies, Singapore-based Non-Governmental Organisations (NGOs) and (Voluntary Welfare Organisations) VWOs and International Partners.</p> <p>Under the Japan-Singapore Partnership Programme for the 21st Century (JSPP21), we conducted new courses in areas such as Marine Litter and Infectious Disease under the FY2020 JSPP21 Workplan in response to the new challenges faced. We will also be conducting a new course on Green Economy in FY2021.</p> <p>The SCP continues to strengthen our partnerships with like-minded countries to provide development assistance to the global South. In September 2021, we renewed the Singapore-US TCTP MOU for a fourth three-year cycle. Discussions are also underway to renew our TCTP agreement with Argentina and institutionalise our partnership with Chile. We will also extend our Enhanced Technical Assistance Programme (ETAP) for the Strengthening of the ASEAN Secretariat for another three-year term (FY2022 – 2024).</p> <p>The SCP ran customised courses in response to requests for development assistance from the ASEAN Secretariat, Brunei, Cambodia, Indonesia, Laos, Namibia, Nauru, Marshall Islands, Jordan, Palestinian Authority, South Africa, Vanuatu and Vietnam.</p> <p>The SCP continues to build bridges with new generation of foreign political and public service leaders through leadership and cultivation programmes in 2020.</p> <p>MFA continues to render assistance to Singaporeans overseas amidst the ongoing COVID-19 pandemic. In FY2020, prior to the transfer of legalisation functions to the Singapore Academy of Law (SAL) in January 2021, MFA legalised 71,127 documents and handled 5,755 consular cases, of which 5,706 (99.1%) were responded to within 1 working day.</p> <p>Due to the suspension of commercial flight options, MFA organised several repatriation operations to evacuate Singaporeans stranded abroad via the following approaches:</p> <ol style="list-style-type: none"> <li>(1) Chartered flights to cities with a larger number of Singaporeans (e.g. Wuhan, Delhi, Chennai, Mumbai, Cairo, Riyadh, Jeddah) to repatriate them directly;</li> <li>(2) Worked with other countries to arrange for co-charters or flight sharing (e.g. from Cambodia with Australians)</li> <li>(3) Arranged for Singaporeans to “piggyback” onto repatriation flights organised by other countries/regions (such as Malaysia, Japan, Taiwan and Israel) so that we could evacuate small numbers of Singaporeans out of countries such as Iran, Fiji, Peru, Mauritania and Bolivia.</li> <li>(4) Secured limited seats on reinstated commercial flights for Singaporeans as and when they became available (e.g. Pakistan, Morocco, Yemen)</li> <li>(5) Overland repatriations of minors, elderly and those with mobility issues from Johor Bahru to Singapore.</li> </ol> <p>In total, MFA has repatriated more than 4,600 Singaporeans and families since the start of the</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 WOG approach, MFA will continue to support the Smart Nation Initiative via the Service Journey for Overseas Singaporean and work with agencies such as the GovTech, the SNDGO, the ICA, and the Ministry of Home Affairs to transform and digitalise the delivery of consular services to the public.

Desired Outcome	Performance Indicator	Actual FY2020/ Revised FY2021	Estimated FY2022
		<p>pandemic. These included 266 Singaporeans and their families from Wuhan, 699 from Delhi, Chennai and Mumbai, 309 from Riyadh and Jeddah and Cairo. We also approached Australia to organise co-shared chartered flights from Yangon and Phnom Penh respectively which enabled 133 Singaporeans to return home from these cities. There were also smaller groups of Singaporeans who were repatriated on flights mounted by foreign governments including from places that we have no diplomatic presence such as Iran, Nepal, Bolivia, Mauritania. Further, since the imposition of the Movement Control Order on 18 Mar 2020, we have assisted more than 400 Singaporeans stranded in Malaysia to return home via the land-link.</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 worked with ICA and GovTech under the Service Journey for Overseas Singaporean (OSSJ) initiative to launch two new ICA eServices in December 2020: (a) the 'Report Loss of Passport' e-Service allows the Overseas Singaporean (OS) to declare his loss of passport to ICA directly, instead of having to lodge a report with the local police station or execute a Statutory Declaration (which is a paid notarial service) at Overseas Missions (OMs); and (b) the 'Apply for DOI' e-Service allows ICA to receive DOI applications directly from the OS rather than through the Overseas Missions.</p>	
		<p>To extend consular services in countries/regions where we do not have a permanent Mission, MFA launched two new Honorary Consulates in Lisbon and Frankfurt in January 2021 and April 2021 respectively.</p>	
		<p>To address overseas Singaporeans' (OS) appeals to receive COVID-19 vaccinations, MFA and MOH jointly launched the Vaccination Channels for OS on 11 September 2021, which allows OS to (a) receive a dose of vaccine after arrival in Singapore without serving full (Stay Home Notice) SHN, then return to their resident country on the next available flight/ferry, and repeat the same process for the second dose; or (b) receive a dose of vaccine, complete the SHN and receive the second dose before heading back to their resident country. The initiative makes it more convenient for OS to receive vaccination in Singapore by reducing the time and cost required to serve full SHN before receiving a vaccine dose.</p>	
		<p>To streamline the legalisation process, MFA worked with MinLaw to accede to the Apostille Convention and to appoint the SAL as the sole national competent authority to perform apostillisation and legalisation function services. MFA's legalisation function was transferred to SAL on 20 January 2021. Since 16 September 2021 when Singapore's accession to the Convention came into force, members of the public no longer need to seek further authentication from embassies of State Parties to the Convention for their Singapore-issued documents to be recognised for official use in the corresponding countries after the documents have received SAL's apostilles.</p>	
		<p>As we continue to face an increased demand for prompt consular assistance from the public, MFA launched a one-year trial of the Consular Response Centre (CRC) on 1 October 2021. Under this initiative, we have augmented the number of dedicated consular staff manning the Duty Office on a 24-hour basis, seven days a week. [Note:</p>	

Desired Outcome	Performance Indicator	Actual FY2020/ Revised FY2021	Estimated FY2022
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Under the MFA Duty Office system, MFA officers are roped in for Duty Office (DO) and man the DO phonenumber remotely after midnight from home]. Should the CRC be permanently established after the pilot trial, it will serve to further enhance MFA's consular services to the public and crisis response, as well as enable more optimal use of MFA's manpower resources.

MFA is developing a digitalised consular case management system to better manage and track consular cases and services. The system will also enable us to collect useful data for analysis to better predict and prepare for consular situations.

In view of the current endemic phase and more upcoming Vaccinated Travel Lanes (VTLs), MFA will leverage our social media platforms to publicise safe travel messages to raise awareness of what Singaporeans should take note of when they travel.