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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

FY2023 EXPENDITURE ESTIMATES

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2021	Estimated FY2022	Revised FY2022	Estimated FY2023	Change Over FY2022	
	TOTAL EXPENDITURE	\$430,052,363	\$489,010,900	\$483,010,900	\$523,457,600	\$40,446,700	8.4%
	Main Estimates						
	OPERATING EXPENDITURE	\$417,775,433	\$473,010,900	\$473,010,900	\$505,457,600	\$32,446,700	6.9%
	<i>RUNNING COSTS</i>	<i>\$335,454,807</i>	<i>\$387,285,300</i>	<i>\$384,588,500</i>	<i>\$410,556,600</i>	<i>\$25,968,100</i>	<i>6.8%</i>
	Expenditure on Manpower	\$192,735,153	\$201,496,000	\$204,689,400	\$220,600,500	\$15,911,100	7.8%
1200	Political Appointments	1,696,397	1,954,600	2,333,600	2,006,600	-327,000	-14.0
1500	Permanent Staff	172,046,674	178,999,100	182,439,500	197,347,900	14,908,400	8.2
1600	Temporary, Daily-Rated & Other Staff	18,992,083	20,542,300	19,916,300	21,246,000	1,329,700	6.7
	Other Operating Expenditure	\$142,719,654	\$185,789,300	\$179,899,100	\$189,956,100	\$10,057,000	5.6%
2100	Consumption of Products & Services	125,811,860	157,217,100	143,562,100	152,302,000	8,739,900	6.1
2300	Manpower Development	6,899,163	8,686,600	9,315,900	10,152,800	836,900	9.0
2400	International & Public Relations, Public Communications	6,420,953	15,539,800	22,158,700	23,024,400	865,700	3.9
2700	Asset Acquisition	1,364,907	1,436,900	1,740,800	1,588,500	-152,300	-8.7
2800	Miscellaneous	2,222,770	2,908,900	3,121,600	2,888,400	-233,200	-7.5
	<i>TRANSFERS</i>	<i>\$82,320,626</i>	<i>\$85,725,600</i>	<i>\$88,422,400</i>	<i>\$94,901,000</i>	<i>\$6,478,600</i>	<i>7.3%</i>
3600	Transfers to Institutions & Organisations	8,070,226	8,619,900	9,662,300	9,027,700	-634,600	-6.6
3800	International Organisations & Overseas Development Assistance	74,250,399	77,105,700	78,760,100	85,873,300	7,113,200	9.0

Code	Object Class	Actual FY2021	Estimated FY2022	Revised FY2022	Estimated FY2023	Change Over FY2022	
	OTHER CONSOLIDATED FUND OUTLAYS	\$3,735,814	\$9,350,000	\$9,350,000	\$9,400,000	\$50,000	0.5%
4600	Loans and Advances (Disbursement)	3,735,814	9,350,000	9,350,000	9,400,000	50,000	0.5
	Development Estimates						
	DEVELOPMENT EXPENDITURE	\$12,276,930	\$16,000,000	\$10,000,000	\$18,000,000	\$8,000,000	80.0%
5100	Government Development	12,276,930	16,000,000	10,000,000	18,000,000	8,000,000	80.0

Establishment List

Category/Personnel	Actual FY2021	Estimated FY2022	Revised FY2022	Estimated FY2023
POLITICAL APPOINTMENTS	3	3	3	3
Minister	2	2	2	2
Senior Minister of State	1	1	1	1
PERMANENT STAFF	962	1,105	1,104	1,111
Accounting Profession (2008)	3	3	3	3
Administrative	4	6	5	5
Foreign Service (2002)	583	673	672	678
Foreign Service Administration Specialist Scheme	340	390	391	392
Home Affairs Services - ICA Senior Scheme	10	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	9	10	10	10
TEMPORARY, DAILY-RATED & OTHER STAFF	475	529	533	543
Locally Recruited Staff	475	529	533	543
OTHERS	16	21	21	21
Government Technology Agency (Sites)	16	21	21	21
TOTAL	1,456	1,658	1,661	1,678

FY2022 BUDGET

The revised FY2022 expenditure of the Ministry of Foreign Affairs (MFA) is \$483.01 million. This is an increase of \$52.96 million (12.3%) compared to the actual FY2021 expenditure of \$430.05 million.

Operating Expenditure

The revised FY2022 operating expenditure is \$473.01 million, an increase of \$55.24 million (13.2%) compared to the actual FY2021 expenditure of \$417.78 million. The increase in operating expenditure is mainly due to higher manpower costs and increase in IT expenditure, as well as increase in travel-related expenditure with resumption of travel activities in FY2022.

Development Expenditure

The revised FY2022 development expenditure is \$10.00 million, a decrease of \$2.28 million (18.6%) compared to the actual FY2021 expenditure of \$12.28 million. The decrease in FY2022 is mainly due to delays in development projects due to labour shortage and supply chain disruptions.

Other Consolidated Fund Outlays

The revised FY2022 advances is \$9.35 million. It is mainly to meet ad-hoc cashflows required for the overseas operations of the Ministry.

FY2023 BUDGET

The FY2023 total expenditure of MFA is projected to be \$523.46 million, an increase of \$40.45 million (8.4%) over the revised FY2022 expenditure of \$483.01 million. Of this, \$505.46 million (96.6%) is for operating expenditure and \$18.00 million (3.4%) is for development expenditure.

Operating Expenditure

Operating expenditure for FY2023 is projected to be \$505.46 million, an increase of \$32.45 million (6.9%) over the revised FY2022 expenditure of \$473.01 million. Of this, \$410.56 million (81.2%) is for running costs and \$94.90 million (18.8%) is for transfers. The increase in operating expenditure is mainly due to higher manpower costs, increase in IT expenditure, as well as increases in training-related costs and new capacity building programmes under the Singapore Cooperation Programme.

Development Expenditure

Development expenditure for FY2023 is projected to be \$18.00 million, an increase of \$8.00 million (80.0%) over the revised FY2022 expenditure of \$10.00 million. The increase in expenditure is mainly due to more ICT Projects planned for FY2023, and resumption of minor development projects following delays in FY2022.

Other Consolidated Fund Outlays

Advances for FY2023 is projected to be \$9.40 million. It is mainly to meet ad-hoc cashflows required for 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	410,556,600	94,901,000	505,457,600	18,000,000	523,457,600
	Total	\$410,556,600	\$94,901,000	\$505,457,600	\$18,000,000	\$523,457,600

Development Expenditure by Project

Project Title	Total Project Cost	Actual Expenditure Up to end of FY2020	Actual FY2021	Estimated FY2022	Revised FY2022	Estimated FY2023
DEVELOPMENT EXPENDITURE	\$12,276,930	\$16,000,000	\$10,000,000	\$18,000,000
<i>GOVERNMENT DEVELOPMENT</i>	12,276,930	16,000,000	10,000,000	18,000,000
Foreign Affairs Programme						
ICT Projects	690,927	2,500,000	3,865,000	9,050,000
Overseas Properties Projects	6,933,440	2,300,000	750,000	200,000
Minor Development Projects	4,652,563	10,850,000	5,035,000	8,750,000
Completed Projects	0	350,000	350,000	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 FY2021/ Revised FY2022	Estimated FY2023
Advancement of Singapore's national interests through the conduct of our foreign relations and working through regional and international organisations	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 including through videoconference and telephone calls.</p> <p>For instance, President Halimah Yacob made her first State Visit since the onset of the COVID-19 pandemic to Vietnam in October 2022. Prime Minister (PM) Lee Hsien Loong had telephone calls with leaders such as then-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, then-New Zealand (NZ) PM Jacinda Ardern, and then-Crown Prince of Abu Dhabi and Deputy Supreme Commander of the UAE Armed Forces His Highness Sheikh Mohamed Bin Zayed Al Nahyan. PM also attended the Virtual G20 Extraordinary Leaders' Meeting on Afghanistan in October 2021, Asia-Pacific Economic Cooperation (APEC) Informal Leaders' Retreat in July 2021 and 28th APEC Economic Leaders' Meeting in November 2021, as well as the 38th and 39th ASEAN Summits and Related Summits via videoconference. Deputy Prime Minister (DPM) Heng Swee Keat spoke with PRC Vice Premier Han Zheng by phone and Senior Minister (SM) Tharman Shanmugaratnam co-chaired the High-Level Russia-Singapore Inter-Governmental Commission with Russian DPM Dmitry Chernyshenko via videoconference.</p> <p>Minister (Foreign Affairs) Dr Vivian Balakrishnan attended in-person meetings such as the 55th ASEAN Foreign Ministers' Meeting and various other ASEAN-related meetings, the Commonwealth Foreign Affairs Ministers' Meeting, and the 77th UN General Assembly (UNGA) amongst others.</p> <p>Minister (Prime Minister's Office) and Second Minister (Foreign Affairs) (Education) Dr Mohamad Maliki Osman attended the virtual 32nd APEC Ministerial Meeting in November 2021.</p> <p>Through initiatives such as reciprocal green lanes and vaccinated travel lanes, we facilitated the gradual resumption of visits by foreign leaders and officials to Singapore, such as the visits of then-Vietnam President Nguyen Xuan Phuc, Philippine President Ferdinand Romualdez Marcos Jr., US Vice President Kamala Harris, US Secretary of Defense Lloyd Austin, US Secretary of Commerce Gina Raimondo, then-Lao PM Phankham Viphavanh, then-Australian Minister for Foreign Affairs and for Women Marise Payne, PRC State Councilor and then-Minister of Foreign Affairs Wang Yi, then-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</p>	<p>MFA will continue to deepen bilateral cooperation and links with the new Malaysian government, including by expanding cooperation in new areas such as digital economy and green economy, and to enhance cross-border connectivity. We will also continue to strengthen ties and understanding at both the Federal and state levels, and maintain frequent high-level engagements.</p> <p>We will enhance cooperation with the Indonesian government, including by enhancing economic growth and investments, deepening financial cooperation, facilitating more travel and people-to-people exchanges, 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 ASEAN Chairmanship priorities.</p> <p>We will continue to closely engage Brunei, and build on the steady momentum of high-level exchanges. We will also continue to find new areas to further enhance our excellent relationship. For instance, we will be expanding cooperation in areas such as education, civil service exchanges, climate change and sustainability, and food and medical supply chain resilience.</p> <p>We will continue to look for opportunities to strengthen and expand our cooperation with Cambodia, Laos, Philippines, Thailand, and Vietnam. In particular, our agencies are keen to increase collaboration with Vietnam in new growth areas such as the digital and green economies, energy, sustainable development, cybersecurity, 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. There is slated to be an exchange of PM visits in 2023 in conjunction with these bilateral milestones. The situation in Myanmar will continue to preoccupy ASEAN. We will 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 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 as in new areas of mutual interest like climate change, infrastructure, cybersecurity, and clean</p>

Desired Outcome	Performance Indicator	Actual FY2021/ Revised FY2022	Estimated FY2023
		<p>Minister of Foreign Affairs and Trade Peter Szijjarto, Indonesian Minister of Foreign Affairs Retno Marsudi, then-Japanese Minister for Foreign Affairs Motegi Toshimitsu, then-Philippine Secretary of Foreign Affairs Teodoro Locsin Jr., Egypt Minister of Foreign Affairs Sameh Shoukry, and Saudi Minister of Foreign Affairs Prince Faisal Bin Farhan Al Saud.</p>	<p>energy. We will maintain the momentum of high-level exchanges and visits with the Biden Administration. We will continue to support the US' initiatives for a substantive economic agenda for the region through its Indo-Pacific Economic Framework.</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 advance Singapore's interests abroad. PM Lee Hsien Loong attended the G20 Summit in Rome, Italy and Bali, Indonesia in October 2021 and November 2022 respectively, and the ASEAN Leaders' Meeting in Jakarta, Indonesia in July 2021. PM also attended the 40th and 41st ASEAN Summits and Related Summits and the APEC Economic Leaders' Meeting in Bangkok, Thailand in November 2022, and the inaugural ASEAN-EU Commemorative Summit in Brussels, Belgium in December 2022. SM Tharman Shanmugaratnam attended the G20 Finance Ministers and Central Bank Governors Meeting in Venice, Italy in July 2021 and the World Economic Forum in Davos, Switzerland in May 2022. Minister (Foreign Affairs) Dr Vivian Balakrishnan attended the G20 Foreign Ministers' Meeting and G20 Foreign and Development Joint Ministerial Session in Matera, Italy in June 2021 and the G20 Foreign Ministers' Meeting in Bali, Indonesia in July 2022. In September 2021, Minister (Foreign Affairs) attended the 76th UNGA, where he met several of his counterparts in person for the first time in two years. Minister (Foreign Affairs) also visited Brunei, China, Cambodia, the Holy See, Indonesia, Malaysia, and Vietnam. SM and Coordinating Minister for National Security (CMNS) Teo Chee Hean, DPM Heng Swee Keat, and Second Minister (Foreign Affairs) (Education) Dr Mohamad Maliki Osman visited Brunei as well. Second Minister (Foreign Affairs) (Education) also attended the 2nd G20 Development Ministerial Meeting in Belitung, Indonesia in September 2022 and the APEC Ministerial Meeting in Bangkok, Thailand in November 2022.</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, and digital technologies.</p>
		<p>Since the reopening of borders, we have had numerous high-level face-to-face engagements 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 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 – as well as the China-Singapore Guangzhou Knowledge City 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 the digital economy, sustainability, and connectivity. 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 will continue to keep up the momentum of high-level exchanges.</p>
		<p>Singapore and Malaysia remained steady and reliable partners throughout the COVID-19 pandemic. Both sides worked closely to ensure the continued flow of trade and essential workers, and continued to be each other's second largest trading partner in 2021. Both sides also cooperated closely to reopen borders on 1 April 2022.</p>	<p>We will continue to strengthen relations between Singapore and Hong Kong, including through high-level exchanges, and work towards resuming the annual Singapore-Hong Kong Permanent Secretaries Exchange Programme and other exchanges. We will also continue to explore with the Mainland and Hong Kong/Macao mutually beneficial ways of cooperation in the Guangdong-Hong Kong-Macao Greater Bay Area.</p>
		<p>We have kept up high-level engagements between our leaders and their Malaysian counterparts, including both outgoing and incoming visits.</p>	<p>We will continue to deepen relations with key regional partners like Japan and the ROK, including through fostering cooperation in areas of mutual interest such as digital and green economies, as well as through high-level exchanges. We will also continue to build our links with Japanese and ROK officials through initiatives 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>PM Lee Hsien Loong visited Johor, where PM and Mdm Ho Ching received state awards from the Sultan of Johor Ibrahim Iskandar. DPM and Minister (Finance) Lawrence Wong also made his introductory visit to Malaysia. In addition, Minister (Social and Family Development) and Second Minister (Health) Masagos Zulkifli, Minister (Health) Ong Ye Kung, Minister (Defence) Dr Ng Eng Hen, Minister (Foreign Affairs) Dr Vivian Balakrishnan, Minister (Trade & Industry) Gan Kim Yong, and Minister (Education) Chan Chun Sing also visited Malaysia. Minister (National Development) Desmond Lee and Minister (Transport) S Iswaran visited Johor for the 15th Joint Ministerial Committee for Iskandar Malaysia meeting.</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. We will also continue to</p>
		<p>The Yang di-Pertuan Agong Sultan Abdullah ibni Ahmad Shah made a State Visit to Singapore; the Sultan of Johor Ibrahim Iskandar made an Official Visit to Singapore; and the Deputy Yang di-Pertuan Agong and Sultan of Perak</p>	

Desired Outcome	Performance Indicator	Actual FY2021/ Revised FY2022	Estimated FY2023
		<p>Nazrin Shah and Regent of Pahang Tengku Hassanal Ibrahim Alam Shah also separately visited Singapore.</p>	<p>deepen bilateral cooperation through the Singapore-Australia Comprehensive Strategic Partnership (CSP), particularly in emerging areas such as green economy and renewable energy.</p>
		<p>Through these interactions, our leaders discussed bilateral issues and concluded Framework Agreements in digital economy and green economy. Both sides are also working towards the linkage of PayNow and DuitNow. Both sides have increased flights and launched direct ferry services between Tanah Merah Ferry Terminal in Singapore and Desaru Coast Ferry Terminal as well as Tanjung Pengelih Ferry Terminal. The Johor Bahru-Singapore Rapid Transit System Link project is also on track to be completed in end-2026.</p>	<p>We will keep up the momentum of bilateral engagement with NZ through high-level exchanges, such as President Halimah Yacob's State Visit in May 2023, and strengthen cooperation in new areas under the Singapore-NZ Enhanced Partnership, such as climate change, digital economy and food security.</p>
		<p>We have kept up a steady tempo of high-level engagements with Indonesian leaders since our borders reopened to further broaden our strong bilateral ties and to support Indonesia's G20 Presidency. We have also continued to host visits from Indonesian leaders, including visits by Vice President Ma'ruf Amin, Coordinating Minister for Maritime Affairs and Investments Luhut Pandjaitan, Coordinating Minister for Economic Affairs Airlangga Hartarto, Foreign Minister Retno Marsudi, and many other Ministers and provincial Governors within this FY.</p>	<p>Singapore, as a new Dialogue Partner of the Pacific Islands Forum, will continue to strengthen its engagement with the South Pacific. We will also continue supporting the capacity-building efforts of the Pacific Island States and Timor-Leste, including in key areas such as urban resilience, climate change and disaster risk reduction.</p>
		<p>Having signed the Expanded Framework Agreements with Indonesia, we are now working together with Indonesia on new priority areas for cooperation, including climate change and sustainability issues, energy, food security, and human capital development.</p>	<p>We will continue to strengthen relations with India in long-standing areas such as trade and investment, defence, as well as emerging ones like FinTech, the green economy and sustainability, and digitalisation. We will explore cooperation in these and other areas such as food security, energy security and skills development through institutionalised bilateral mechanisms like the India-Singapore Ministerial Roundtable. We will also seek to deepen India's engagement of the region in our role as country coordinator of ASEAN-India Dialogue Relations. Minister (Foreign Affairs) Dr Vivian Balakrishnan is scheduled to attend the G20 Foreign Ministers' Meeting in New Delhi, India from 1 to 2 March 2023. We will continue to engage the Indian government on their G20 priorities and support their 2023 G20 Presidency, as we have been invited to join the meetings.</p>
		<p>There has been a steady tempo of high-level visits and exchanges between Singapore and Brunei since borders reopened.</p>	<p>We will also continue to build ties with other South Asian countries and explore areas for mutually beneficial collaboration.</p>
		<p>PM Lee Hsien Loong was invited by the Sultan of Brunei Hassanal Bolkiah to attend the latter's 76th birthday celebrations, during which the Sultan conferred royal honours on PM and Mdm Ho Ching. Crown Prince Al-Muhtadee Billah also led a delegation to Singapore for the 8th Singapore-Brunei 'Young Leaders' Programme. The Sultan made a State Visit to Singapore, which was his fifth State Visit to Singapore. Minister (Social and Family Development) and Second Minister (Health) Masagos Zulkifli and Minister (Sustainability and Environment) Grace Fu visited Brunei in 2022.</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 such as digitalisation, sustainability, and green economy. We signed a bilateral Digital Economy Agreement with the UK, our first with a European country, which came into force in June 2022. We are also exploring digital economy cooperation with the EU and the European Free Trade Association.</p>
		<p>Singapore and Brunei signed four MOUs during the State Visit in August 2022, which agencies are working on to operationalise, in the following areas: education, civil service exchanges, climate change and sustainability, and food and medical supply chain resilience. One of the outcomes included Singapore importing table eggs from Brunei.</p>	<p>We will continue to work with EU institutions and EU Member States to secure the ratification of the European Union-Singapore Investment Protection Agreement and the European Union-Singapore Partnership and Cooperation Agreement by all EU Member States.</p>
		<p>We have also kept up the momentum of exchanges with other key Southeast Asian partners. PM Lee Hsien Loong had in-person bilateral meetings on the sidelines of the ASEAN-US Special Summit and the 40th and 41st ASEAN Summits in May 2022 and November 2022 respectively. PM also had a video call with Cambodian PM Hun Sen in January 2022. As borders gradually reopened, high-level engagements have resumed. This includes then-Vietnam President Nguyen Xuan Phuc who made a State Visit to Singapore in February 2022, while DPM Heng Swee Keat made an Official Visit to Vietnam in September 2022. President also made a State Visit to Vietnam in October 2022, where both sides agreed on cooperation in new and emerging areas including renewable energy, carbon credits, and cybersecurity. We also received a State Visit by Philippine President Ferdinand Romualdez Marcos Jr. and an Official Visit by then-Lao PM Phankham Viphavanh in September 2022.</p>	<p>We will continue to build on our relations with emerging markets such as Türkiye and the Central and Eastern European countries. We will also continue to push for the expeditious conclusion of the bilateral Services and Investments (S&I) Agreements with the remaining Eurasian Economic Union (EAEU) countries (i.e. Russia, Belarus, Kazakhstan, and Kyrgyzstan).</p>
			<p>For the Middle East and Central Asia, we will continue an active exchange of visits and work closely with our agencies to leverage existing platforms such as the Singapore-Saudi Joint Committee, the Singapore-UAE Joint Committee, the Singapore-Qatar High Level Joint</p>

Desired Outcome	Performance Indicator	Actual FY2021/ Revised FY2022	Estimated FY2023
		<p>Our relations with the US, China, Japan, the Republic of Korea (ROK), and the EU have also been strengthened.</p> <p>The US bilateral account remains in good stead, with many high-level bilateral exchanges in 2021 and 2022. 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 made two visits to the US in 2022 – once in March/April 2022 for a working visit where he met US President Joe Biden, Vice President Harris, US Secretary of Defense Lloyd Austin, Secretary of the Treasury Janet Yellen, Federal Reserve Chair Jerome Powell, National Security Advisor Jake Sullivan, and then-Speaker of the House of Representatives Nancy Pelosi; and the other in May 2022 for the ASEAN-US Special Summit hosted by President Biden.</p> <p>SM Tharman Shanmugaratnam (13-16 October 2021; 19-30 April 2022), Minister (Finance) Lawrence Wong (17-27 April 2022), Minister (Foreign Affairs) Dr Vivian Balakrishnan (26-29 September 2021; 14-17 July 2022), Minister (Trade and Industry) Gan Kim Yong (6-8 October 2021; 5-9 September 2022), Minister (Defence) Ng Eng Hen (1-3 November 2021), and Minister (Communications and Information) Josephine Teo (22-30 June 2022) have also made bilateral visits to the US.</p> <p>We welcomed several Congressional delegations to Singapore, including one led by then-Speaker of the House of Representatives Pelosi in August 2022.</p> <p>In 2021 and 2022, six members of Biden's Cabinet visited Singapore: Vice President Kamala Harris (22-24 August 2021); Secretary of Defense Lloyd Austin (26-28 July 2021; 9-12 June 2022); Secretary of Commerce Gina Raimondo (16-17 November 2021); Secretary of Energy Jennifer Granholm (13-15 July 2022); US Trade Representative Katherine Tai (4-6 April 2022, 13-15 November 2022); and Secretary of Homeland Security Alejandro Mayorkas (17 to 19 October 2022).</p> <p>Singapore and China have kept up regular high-level interactions despite the COVID-19 pandemic. We have engaged key Chinese leaders via phone calls and virtual platforms. PM Lee Hsien Loong had a phone call with PRC President Xi Jinping in October 2021. SM & CMNS Teo Chee Hean had a virtual meeting with then-Communist Party of China (CPC) Politburo member and Central Committee Organisation Department (COD) Minister Chen Xi in October 2021, prior to the virtual 8th Singapore-China Forum on Leadership co-chaired by Minister (Education) and Minister-in-charge of the Public Service Chan Chun Sing and COD Executive Vice Minister Jiang Xinzhi. DPM Heng Swee Keat co-chaired the 17th Joint Council for Bilateral Cooperation (JCBC) and related Joint Steering Council (JSC) meetings virtually with PRC Executive Vice Premier Han Zheng in December 2021, where 14 MOUs and agreements were announced. Other Political Office Holders (POHs), including DPM and Minister (Finance) Lawrence Wong, Minister (Communications and Information) Josephine Teo, Minister (Foreign Affairs) Dr Vivian Balakrishnan, Minister (Defence) Ng Eng Hen, Minister (Health) Ong Ye Kung, Minister (National Development) Desmond Lee, Minister (Sustainability and the Environment) Grace Fu, Minister (Trade and Industry) Gan Kim Yong, and Minister (Transport) S Iswaran have also engaged their respective counterparts.</p> <p>In terms of in-person meetings, President Halimah Yacob visited Beijing in February 2022 to attend the Opening</p>	<p>Committee and the Singapore-Oman Strategic Dialogue, and the various bilateral consultations mechanisms.</p> <p>We will continue to support MTI's negotiations for the conclusion of the bilateral Services and Investments Agreements with the remaining EAEU countries (i.e. Kazakhstan and the Kyrgyz Republic).</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 Associate State Membership, ongoing negotiations on a MERCOSUR-Singapore FTA, and the Singapore Cooperation Programme, 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>We will continue to deepen our engagement of Sub-Saharan Africa, including in consultation with our economic agencies and relevant stakeholders, to identify new areas of cooperation, as well as deliverables for visits by Political Office Holders (POHs), both incoming and outgoing. We will continue to look for opportunities for our POHs to meet on the sidelines of multilateral fora to keep up the warm ties with our African partners.</p>

Desired Outcome	Performance Indicator	Actual FY2021/ Revised FY2022	Estimated FY2023
		<p>Ceremony of the XXIV Olympic Winter Games, and had bilateral meetings with President Xi Jinping and PRC Premier Li Keqiang. PM Lee Hsien Loong met President Xi and Premier Li on the sidelines of the 2022 APEC Economic Leaders Meeting and 40th and 41st ASEAN Summits and Related Summits in November 2022, respectively. PRC Executive Vice Premier Han Zheng visited Singapore from 1 to 2 November 2022, during which he co-chaired the 18th JCBC and related JSC meeting with DPM Heng Swee Keat where 19 MOUs and agreements were announced. Vice Premier Han also met President, PM, DPM Lawrence Wong, and SM Teo Chee Hean during his visit. PRC State Councilor and then-Foreign Minister Wang Yi made a working visit to Singapore in September 2021, during which he met PM, DPM Heng, and Minister (Foreign Affairs) Dr Vivian Balakrishnan. In 2022, Minister (Foreign Affairs) met State Councilor and then-Foreign Minister Wang in February, July and August. In June 2022, Minister (Trade and Industry) Gan Kim Yong met PRC Ministry of Commerce (MOFCOM) Minister Wang Wentao on the sidelines of the 12th World Trade Organisation (WTO) Ministerial Conference in Geneva, while PRC State Councilor and Defence Minister Wei Fenghe visited Singapore for the Shangri-la Dialogue (SLD), during which he met PM, SM Teo, and Minister (Defence) Ng Eng Hen. CPC International Department Minister Liu Jianchao visited Singapore in July 2022 where he met DPM Heng, Second Minister (Foreign Affairs) (Education) Dr Mohamad Maliki Osman, and Senior Minister of State (SMS) (Foreign Affairs) (National Development) Sim Ann.</p>	
		<p>We have also kept up the momentum of exchanges between Singapore and Hong Kong. In November 2021, Minister (Health) Ong Ye Kung attended the Asia Summit on Global Health in Hong Kong. In May 2022, SM Teo Chee Hean and Minister (Foreign Affairs) Dr Vivian Balakrishnan visited Hong Kong and met then-Chief Executive (CE) Carrie Lam, Vice Chairman of the Chinese People's Political Consultative Conference (CPPCC) and former CE Leung Chun-ying. SM Teo also met then-CE-elect John Lee. In August 2022, DPM Heng Swee Keat visited Hong Kong where he participated at the 7th Belt and Road Summit Policy Dialogue as a panellist. During his trip, DPM Heng met the new leadership team, including CE John Lee, Chief Secretary for Administration Eric Chan, Financial Secretary Paul Chan, and Secretary for Innovation, Technology and Industry Sun Dong, as well as former CE Carrie Lam.</p>	
		<p>Bilateral exchanges with Japan and the ROK have continued in 2021 and 2022. PM Lee Hsien Loong had a telephone call with then-Japanese PM Suga Yoshihide in May 2021 and PM Kishida Fumio in November 2021, upon Kishida's appointment as PM. Speaker of Parliament Tan Chuan-Jin, in his capacity as President of the Singapore National Olympic Council, and Minister (Culture, Community and Youth) and Second Minister (Law) Edwin Tong visited Tokyo for the Olympic Games in July 2021. PM met PM Kishida thrice in 2022; during PM's visit to Tokyo in May for the Nikkei Conference; at the State Funeral for former PM Abe Shinzo in Tokyo in September; and during PM Kishida's Official Visit to Singapore in conjunction with the SLD in June. Then-Defence Minister Nobuo Kishi also attended the SLD. Foreign Minister Hayashi Yoshimasa made his introductory visit to Singapore in October 2022. In May 2022, then-Minister of Agriculture, Forestry and Fisheries Kaneko Genjiro visited Singapore in May 2022 and met SMS (Sustainability and the Environment) Amy Khor. Then-Minister for Internal Affairs and Communications Kaneko Yasushi visited Singapore in July 2022 and signed a Joint Statement on the Further Promotion of Cooperation in the Field of Information and Communications Technology with Minister</p>	

Desired Outcome	Performance Indicator	Actual FY2021/ Revised FY2022	Estimated FY2023
		<p>(Communications and Information) Josephine Teo, Minister for Internal Affairs and Communications Terada Minoru visited Singapore in September 2022 and met Minister (Communications and Information). For the ROK, President attended ROK President Yoon Suk-yeol's inauguration ceremony in May 2022. SMS (Foreign Affairs) (National Development) Sim Ann met Foreign Minister Park Jin and 1st Vice Minister of Foreign Affairs Cho Hyun-dong during her working visit to Seoul in October 2022. On incoming visits, then-Foreign Minister Chung Eui-yong made an introductory visit in June 2021. Then-DPM and Minister of Economy and Finance Hong Nam-ki visited Singapore in April 2022 and Defence Minister Lee Jong-sup visited Singapore in conjunction with the SLD in June 2022. Foreign Minister Park Jin also made his first Official Visit to Singapore in July 2022.</p>	
		<p>Following the entry into force of the European Union-Singapore Free Trade Agreement in November 2019, 13 out of 27 EU member states have ratified the European Union-Singapore Investment Protection Agreement. The signing of an EU-ASEAN Comprehensive Air Transport Agreement in October 2022 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 EAEU-Singapore FTA, and the Singapore-Armenia S&I Agreement in October 2019 in Armenia, the Armenia-Singapore S&I Agreement entered into force on 1 February 2021. Negotiations on the bilateral S&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, including at the Heads of Government (HOG)/ (Heads of State) HOS level, both physically and virtually, with Australia, NZ, the Pacific Island States (PIS) and Timor-Leste. Then-Australian PM Scott Morrison visited Singapore to attend the 6th Singapore-Australia Annual Leaders Meeting (ALM) in June 2021, and PM Lee Hsien Loong visited Australia in October 2022 for the 7th ALM. Then-NZ PM Jacinda Ardern made an Official Visit to Singapore in April 2022. The 12th Singapore-Australia Joint Ministerial Committee (SAJMC) meeting was held virtually in August 2021, while Australia Foreign Minister Penny Wong made an Official Visit to Singapore in July 2022. The strong momentum in bilateral cooperation with Australia and NZ continues to be underpinned by the Comprehensive Strategic Partnership (CSP), and Enhanced Partnership respectively. We have added new pillars in both partnerships on cooperation on the green economy and climate change. For the South Pacific, we have stepped up our engagement following our admission as a Dialogue Partner of the Pacific Islands Forum in January 2022. We have had high-level interactions with several South Pacific leaders during their visits/transits in Singapore, including Palau President Surangel Whipps Jr., Solomon Islands PM Manasseh Sogavare, Papua New Guinea Governor-General Bob Dadae, Tuvalu PM Kausea Natano and Tonga PM Siaosi Sovaleni. As for Timor-Leste, President José Ramos-Horta made a State Visit to Singapore in December 2022, in conjunction with the 20th anniversary of our establishment of diplomatic relations.</p>	
		<p>We cooperated closely with Australia and NZ and several PIS to tackle COVID-19 challenges and exchange information. 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</p>	

Desired Outcome	Performance Indicator	Actual FY2021/ Revised FY2022	Estimated FY2023
		<p>certificates and supply chain connectivity. Singapore also supported the PIS in their efforts to combat the COVID-19 pandemic, including sharing our experience in managing the COVID-19 situation in Singapore, and provided humanitarian assistance to Palau and Fiji.</p>	
		<p>We have had a robust number of engagements with India at the political level. PM Lee Hsien Loong met Indian PM Narendra Modi on the sidelines of the G20 in October 2021 and in November 2022, where they reaffirmed the bilateral relationship and discussed strengthening cooperation in several areas. DPM and Minister (Finance) Lawrence Wong, together with Minister (Foreign Affairs) Dr Vivian Balakrishnan, Minister (Trade & Industry) Gan Kim Yong, and Minister (Transport) (Trade Relations) S Iswaran participated in the inaugural India-Singapore Ministerial Roundtable (ISMR) in New Delhi in September 2022. The ISMR is a leaders' led forum to explore opportunities for mutually beneficial collaboration. SM Tharman Shanmugaratnam delivered the inaugural Arun Jaitley Memorial Lecture in July 2022 at the invitation of Modi and Indian Finance Minister Nirmala Sitharaman. Minister (Foreign Affairs) co-chaired the Special ASEAN-India Foreign Ministers Meeting with Indian External Affairs Minister Dr S Jaishankar in June 2022 and also participated in the Delhi Dialogue. Second Minister (Foreign Affairs) (Education) Dr Mohamad Maliki Osman participated in the Raisina Dialogue, organised by the Indian Ministry of External Affairs and the Observer Research Foundation in April 2022.</p>	
		<p>We similarly continued to strengthen bilateral relations with other South Asian countries. Pakistan Minister for Foreign Affairs Bilawal Bhutto Zardari made an Official Visit to Singapore in December 2022. He met President Halimah Yacob and was hosted to a breakfast by Minister (Foreign Affairs) Dr Vivian Balakrishnan. Then-Sri Lanka Foreign Minister G.L. Peiris made an Official Visit to Singapore in June 2022. Then-Foreign Minister Peiris met SM Tharman Shanmugaratnam, Minister (Finance) Lawrence Wong, Minister (Foreign Affairs), and SMS (Health) (Manpower) Dr Koh Poh Koon. Peiris was also hosted to a lunch by Minister (Home Affairs) (Law) K Shanmugam which also involved Minister (Transport) (Trade Relations) S Iswaran. Singapore also welcomed Bangladesh Foreign Minister Dr AK Abdul Momen who made an Official Visit to Singapore in April 2022. We commemorated the 50th anniversary of the establishment of diplomatic relations between Singapore and Bangladesh where Second Minister (Foreign Affairs) (Education) Dr Mohamad Maliki Osman delivered remarks during the launch of a commemorative stamp via a pre-recorded video message in November 2022.</p>	
		<p>With travel restrictions easing, we have seen a number of high-level visits to and from Sub-Saharan African countries. We have used these visits as opportunities to step up political engagement. In June 2022, PM Lee Hsien Loong made his first visit to a Sub-Saharan African country with his Official Visit to Rwanda. South African Foreign Minister Naledi Pandor also made an Official Visit to Singapore in July 2022. Rwandan President Paul Kagame made a working visit to Singapore in September 2022. We have also taken advantage of high-level multilateral events, such as the G20 Summit, UNGA, and Commonwealth Heads of Government Meeting (CHOGM) to arrange bilateral and sidelines meetings. For instance, PM met South African President Cyril Ramaphosa on the sidelines of the G20 Summit in November 2022. At CHOGM, PM met his Sierra Leonian and Zambian counterparts, while Minister (Foreign Affairs) Dr Vivian Balakrishnan met his Mauritian and Tanzanian counterparts. Minister (Foreign Affairs) also had meetings with several of his African counterparts on the sidelines of</p>	

Desired Outcome	Performance Indicator	Actual FY2021/ Revised FY2022	Estimated FY2023
		<p>the UNGA High Level Week in New York in September 2022.</p>	
		<p>We have strengthened our engagement of the Middle East, North Africa and Central Asia through an exchange of visits. These include SM Teo Chee Hean's visit to Egypt in September 2022; Minister (Foreign Affairs) Dr Vivian Balakrishnan's visits to Bahrain, Israel, the West Bank, and the UAE (March 2022) and to Morocco (July 2022); as well as Second Minister (Foreign Affairs) (Education) Dr Mohamad Maliki Osman's visits to the UAE, Saudi Arabia, and Qatar in October 2021, to the West Bank, Israel and Jordan in October 2022, and to Kazakhstan in October 2022. President Halimah Yacob also visited Abu Dhabi in May 2022 for the official mourning of the late UAE President Sheikh Khalifa Bin Zayed Al Nahyan. We have also received incoming visits by Uzbekistan President Shavkat Mirziyoyev, Palestinian Authority PM Dr Mohammed Shtayyeh as well as the Foreign Ministers of Egypt, Kazakhstan, Oman, Qatar, and Saudi Arabia.</p>	
		<p>To support the work of our Representative to the Palestinian Authority who is resident in Singapore and to better coordinate our technical assistance to the Palestinian Authority, we opened a Singapore Representative Office in Ramallah headed by an Honorary Director in October 2022. We have also opened an Embassy in Tel Aviv, to strengthen the multi-faceted cooperation between Singapore and Israel.</p>	
		<p>MFA and MHA also co-hosted the inaugural Singapore-Oman Strategic Dialogue in Singapore in December 2022, with both sides agreeing to upgrade our diplomatic representation from Consulates-General to Embassies. The concurrent upgrade was implemented on 1 January 2023.</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 and May 2022. Minister (Foreign Affairs) Dr Vivian Balakrishnan had a meeting with then-Canadian Foreign Minister Marc Garneau on the sidelines of the G20 Summit held in Italy in June 2021, a phone call with Canadian Foreign Minister Mélanie Joly, and a meeting with Foreign Minister Joly on the sidelines of CHOGM in June 2022. Minister (Trade and Industry) Gan Kim Yong had a virtual meeting with Canadian Minister of Small Business, Export Promotion and International Trade Mary Ng in June 2021, and bilateral meetings with Minister of Small Business, Export Promotion and International Trade Ng on the sidelines of the G20 Trade and Investment Ministers Meeting as well as during Minister of Small Business, Export Promotion and International Trade Ng's introductory visit to Singapore in October 2021 and May 2022 respectively. Minister (Defence) Ng Eng Hen had a phone call with then-Canadian Minister of National Defence Harjit Singh Sajjan in May 2021, and bilateral meetings with Canadian Minister of National Defence Anita Anand on the sidelines of the 58th Munich Security Conference (February 2022) and the SLD (June 2022).</p>	
		<p>There has been good momentum in our political engagement of key Latin American accounts, despite restricted travel opportunities due to the COVID-19 pandemic. Minister (Foreign Affairs) Dr Vivian Balakrishnan had telephone calls with Suriname Foreign Minister Albert Ramdin in May 2021 and Guatemala Foreign Minister Mario Adolfo Búcaro Flores in August 2022. Minister (Foreign Affairs) took the opportunity on the sidelines of the 76th UNGA in September 2021 to meet with then-Brazil Foreign Minister Carlos França; then-Colombia Vice President and Foreign Minister Marta Lucía Ramírez; Mexico Secretary of Foreign Affairs Marcelo Ebrard; and</p>	

Desired Outcome	Performance Indicator	Actual FY2021/ Revised FY2022	Estimated FY2023
		<p>then-Peru Foreign Minister Oscar Maúrtua in September 2021. Minister (Foreign Affairs) also interacted with then-Panama Foreign Minister Erika Mouynes and then-Costa Rica Foreign Minister Solano at the 3G Ministerial Meeting on the sidelines of the UNGA in September 2021.</p>	
		<p>Bilateral engagements started to pick up again in FY2022, as the COVID-19 pandemic subsided. Minister (Trade and Industry) Gan Kim Yong, accompanied by Minister of State (MOS) (Trade and Industry) (Culture, Community and Youth) Alvin Tan, led Singapore's delegation to the XVI Summit of the Pacific Alliance in Colombia from 23 to 27 January 2022, during which PM Lee Hsien Loong delivered pre-recorded remarks and the Pacific Alliance-Singapore FTA was signed. Minister (Trade and Industry) met several Colombian ministers, including then-Minister of Environment Carlos Correa, then-Minister of Energy and Mines Diego Mesa, and then-Minister of Trade Maria Ximena Lombana. Minister (Trade and Industry) also met leaders from the other Pacific Alliance member states, including then-Mexico Secretary of Economy Tatiana Clouthier, then-Peru's Minister of Foreign Trade and Tourism Roberto Helbert Sánchez Palomino, and then-Chile Vice Minister of International Economic Relations Rodrigo Yáñez.</p>	
		<p>Minister (Foreign Affairs) Dr Vivian Balakrishnan met Costa Rica Minister of Foreign Affairs and Worship Dr Arnoldo André Tinoco on the sidelines of the UN Oceans Conference on 29 June 2022, and Argentina Minister of Foreign Affairs and Worship Santiago Cafiero and Mexico Secretary of Foreign Affairs Marcelo Ebrard on the sidelines of the G20 Foreign Ministers' Meeting on 7 and 8 July 2022 respectively. At the 77th UNGA in September 2022, Minister (Foreign Affairs) also took the opportunity to meet Colombia Minister of Foreign Affairs Álvaro Leyva Durán, Costa Rica Minister of Foreign Trade Manuel Tovar Rivera, Guatemala Minister of Foreign Affairs Mario Adolfo Búcaro Flores, Nicaragua Minister of Foreign Affairs and Worship Denis Moncada Colindres, and then-Peru Minister of Foreign Affairs César Landa Arroyo. Second Minister (Foreign Affairs) (Education) Dr Mohamad Maliki Osman had a brief pull-aside with Argentine Foreign Minister Santiago Cafiero at the 7th Raisina Dialogue on 26 April 2022. Second Minister also visited Brazil in December 2022 to attend the Brazilian Presidential Inauguration on 1 January 2023, during which he met with Brazil Minister of Foreign Affairs Mauro Vieira.</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 and its signing in January 2022; Brazil's ratification of the Avoidance of Double Taxation Agreement in March 2021 and its subsequent entry into force in January 2022; Brazil's successful ASEAN Sectoral Dialogue Partnership application; 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 in August 2021 (following its virtual signing with Singapore and New Zealand in June 2020); and the conclusion of technical negotiations for the MERCOSUR-Singapore FTA in July 2022, with a likely signing at the MERCOSUR Summit in Argentina in the first half of 2023.</p>	
		<p>We have also made progress in our engagement of regional groupings such as CARICOM on the sidelines of the 76th UNGA in September 2021. Minister (Foreign Affairs) Dr Vivian Balakrishnan met then-Saint Kitts & 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)</p>	

Desired Outcome	Performance Indicator	Actual FY2021/ Revised FY2022	Estimated FY2023
Reinforcing international recognition of Singapore as an effective, constructive and reliable partner	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>also met Belize Minister of Foreign Affairs, Foreign Trade and Immigration Eamon Courtenay, then-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. On the sidelines of the CHOGM on 24 June 2022, PM Lee Hsien Loong met Bahamas PM Philip Davis. On the sidelines of the 77th UNGA on 21 September 2022, Minister (Foreign Affairs) also hosted a lunch for the Foreign Ministers of the CARICOM Council of Foreign and Community Relations, which was attended by: CARICOM Secretary-General Carla Barnett, Antigua and Barbuda Minister of Foreign Affairs, International Trade, and Immigration E. Paul Chet Green, Bahamas Minister of Foreign Affairs and Public Service Frederick Audley Mitchell Jr., Grenada Minister for Foreign Affairs, Trade and Export Development Joseph Andall, Guyana Minister of Foreign Affairs and International Cooperation Hugh Hilton Todd, Jamaica Minister of Foreign Affairs and Foreign Trade Kamina Johnson Smith, St Kitts and Nevis Minister of Foreign Affairs Denzil Douglas, St Lucia Minister of External Affairs, International Trade, Civil Aviation and Diaspora Affairs Alva Romanus Baptiste, St Vincent and the Grenadines Minister of Foreign Affairs and Foreign Trade Keisal Peters, Suriname Minister of Foreign Affairs, International Business and International Cooperation Albert Ramchand Ramdin, and Trinidad and Tobago Minister of Foreign and CARICOM Affairs Amery Browne.</p> <p>As COVID-19 subsided around the world, we also received incoming visits from then-Panama Minister of Foreign Affairs Erika Mouynes in April 2022, a delegation led by Cuba PM Manuel Marrero Cruz in October 2022, Costa Rica Minister of Foreign Affairs and Worship Dr Arnoldo André Tinoco and a delegation led by Governor of Entre Ríos Province in Argentina Gustavo Bordet in November 2022.</p> <p>Singapore has continued to play an active role within ASEAN to help Myanmar find a peaceful solution to national reconciliation following the coup on 1 February 2021 through the ASEAN Leaders' Meeting, the Five-Point Consensus and provision of humanitarian assistance. While the situation in Myanmar continues to feature heavily in ASEAN's discussions, Singapore and other ASEAN Member States will work with our external partners to help Myanmar in line with the ASEAN Leaders' Review and Decision of the Implementation of the <i>Five-Point Consensus</i>. Meanwhile, we remain committed to advance ASEAN's agenda, including on the ASEAN Community's Post-2025 Vision.</p> <p>ASEAN has gradually resumed its in-person meetings as COVID-19 travel and borders restrictions in the region progressively eased up this year. Throughout the COVID-19 pandemic, ASEAN has organised itself to coordinate health and border measures, and the provision of medical supplies. Through ASEAN's COVID-19 initiatives, including the COVID-19 ASEAN Response Fund, we were able to purchase and distribute COVID-19 vaccines to ASEAN Member States and the ASEAN Secretariat.</p> <p>As ASEAN emerges from COVID-19, we are faced with another set of challenges caused by an upsurge in geopolitical tensions and major power rivalry. We have continued to advocate strongly for ASEAN Centrality and unity, and the rules-based architecture of open-regionalism. Singapore has helped to strengthen ASEAN's engagement with external partners. For instance, as Country Coordinator for ASEAN-India Dialogue Relations, we led the upgrade of relations to a CSP this year. We strongly supported the upgrade of ASEAN-US Dialogue Relations to a CSP as well. Singapore has also sought to</p>	<p>We will need to uphold ASEAN Centrality and unity, and avoid splitting the region in the face of intensifying intra-ASEAN challenges and differences as well as major power rivalry and growing geopolitical/economic uncertainties. We must continue to champion a rules-based multilateral world order, underpinned by international law. We will continue to maintain healthy and strong relations with all external partners.</p> <p>We welcome Indonesia's Chairmanship theme of "ASEAN Matters: Epicentrum of Growth". Under Indonesia's 2023 ASEAN Chairmanship, we will work with Indonesia to explore our priority areas of cooperation e.g. green and digital economies, sustainability, and connectivity. We will also continue to support the ASEAN Chair's efforts to address the situation in Myanmar and uphold ASEAN credibility on this issue, including in partnership with external partners.</p> <p>We will work with other ASEAN Member States on drafting the objective, criteria-based ASEAN roadmap for Timor-Leste's accession. We will also continue to help Timor-Leste build its capacity for ASEAN membership, and call on other ASEAN Member States and external partners to do likewise.</p> <p>Singapore will continue our active participation in the APEC process and engage the US government on their APEC priorities, which include building a resilient and interconnected region that advances broad-based economic prosperity, enabling an innovative environment for a sustainable future, and affirming an equitable and inclusive future for all. Against the uncertain global economic outlook, Singapore will also</p>

Desired Outcome	Performance Indicator	Actual FY2021/ Revised FY2022	Estimated FY2023
Advance Singapore's interests and address emerging global concerns through effective bilateral and international cooperation including constructive and principled positions at key international fora	Singapore encouraged Parties to the CPTPP to ratify and implement the Agreement.	<p>deepen cooperation within ASEAN and with external partners in new and emerging areas, such as smart cities, cybersecurity, digital and green economies, and energy security. We also indicated our in-principle support for Timor-Leste's accession to ASEAN in accordance with an objective, criteria-based ASEAN roadmap.</p> <p>We worked closely with New Zealand and Thailand as the 2021 and 2022 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. We have played a constructive role by facilitating and contributing to Thailand's drafting of the Bangkok Goals on the Bio-Circular-Green Economy, which is in line with regional efforts to attain sustainable development and Singapore Green Plan 2030. In addition, Singapore organised a workshop on "APEC Capacity Building Initiative on Carbon Pricing and Carbon Markets" in September 2022 to facilitate information and experience sharing on the topic.</p>	<p>work closely with the US as the 2023 APEC Chair and other APEC economies to mitigate the impact of COVID-19 on international trade and investment, combat persistent supply chain disruptions, and expedite economic recovery.</p>
	We have maintained Singapore's active engagement with and positive agenda at the UN and key international organisations.	We demonstrated strong support for the UN and multilateralism.	Singapore will work with New Zealand, Chair of the CPTPP Commission in 2023, to encourage CPTPP Members to ratify and implement the Agreement, and consider the accession of other interested economies to further strengthen the CPTPP.
	Minister (Foreign Affairs) Dr Vivian Balakrishnan attended the 77th UNGA High Level Week (HLW) in-person in September 2022, where he delivered Singapore's statement. Minister (Foreign Affairs) had 36 bilateral meetings and several group engagements there. Minister (Foreign Affairs) also met with key UN personalities, including United Nations Secretary-General Antonio Guterres and President of the 77th UNGA Csaba Korosi.	At the UNGA and against the backdrop of Russia's invasion of Ukraine, we underscored Singapore's support for a rules-based multilateral order, as well as the need to respect international law, the UN Charter and the sovereignty, territorial integrity and political independence of countries.	<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 Sustainable Development Goals (SDGs). We will work with MSE, DOS and other agencies to showcase our efforts to achieve the SDGs our second Voluntary National Review at the High-Level Political Forum on Sustainable Development in 2023. We will also participate in other SDG-related events to profile our SDG achievements. For UNFCCC climate change negotiations, we will work towards positive outcomes and safeguard our interests at the 28th Conference of the Parties to the UNFCCC in the UAE in November 2023, particularly as Parties deliberate the New Collective Quantified Goal on Climate Finance. We will also continue to participate actively in other climate change fora outside the UNFCCC to advance our interests.</p>
	2022 marked the 30 th anniversary of the FOSS, which Singapore founded. We held commemorative events in conjunction with this occasion, including a reception hosted by Minister (Foreign Affairs) Dr Vivian Balakrishnan in New York in September 2022 (where PM Lee Hsien Loong delivered pre-recorded remarks), and convening an informal high-level roundtable on "Small States, Multilateralism and International Law" in April 2022.	We also hosted the 10 th FOSS Fellowship Programme in Singapore for 14 Permanent Representatives to the United Nations of FOSS countries from 7 to 12 August 2022, the first such visit since the outbreak of COVID-19.	<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 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>
	We continue to play an active role in shaping international rules and norms, and safeguard Singapore's interests. We ensured the successful adoption of Singapore's sovereignty amendment to the biennial UNGA resolution "Moratorium on the use of the death penalty" at the 77 th UNGA Third Committee in November 2022. The amendment is critical in upholding countries' sovereign rights to determine their respective criminal justice systems and legal penalties.		<p>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 continue to play a constructive role in international organisations such as the International Civil Aviation Organization (ICAO), International Maritime Organization (IMO), and UN Commission on International Trade Law (UNCITRAL). We will continue to lobby for Singapore's various candidatures to</p>

Desired Outcome	Performance Indicator	Actual FY2021/ Revised FY2022	Estimated FY2023
		<p>We boosted Singapore's profile as a constructive player in global public health amid the COVID-19 pandemic. PM 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'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 continue 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). Apart from earlier contributions to the COVID-19 Vaccine Global Access Advance Market Commitment mechanism, Singapore has further contributed US\$10 million to the Pandemic Fund which is hosted by the World Bank with WHO as technical lead. 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>We continued to profile our progress in sustainable development. PM 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 on achieving the SDGs and work towards presenting our results at our second Voluntary National Review of the SDGs at the 2023 UN High-Level Political Forum on Sustainable Development. Singapore collaborates with other countries and key UN development agencies including the 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 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.</p> <p>We continued to safeguard our interests in UN Framework Convention on Climate Change (UNFCCC) negotiations, including the 54th Session of the UNFCCC Subsidiary Bodies (SB-52) held in Bonn in May/June 2022, and the 27th Conference of the Parties to the UNFCCC (COP-27) in Sharm-El Sheikh, Egypt, in November 2022. We also participated constructively in Alliance of Small Island States (AOSIS) and G77 & China discussions as part of our important developing country constituencies.</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, including at the Open-Ended Working Group meetings on Developments in the Field of ICTs in the Context of International Security (OEWG). Singapore is also Chair of</p>	<p>international organisations. We will also continue to play an active and constructive role at the IAEA, including as a member of the Board of Governors, consistent with Singapore's interests in nuclear safety, security and safeguards. We participated in the Tenth Review Conference of the Treaty on the Non-Proliferation of Nuclear Weapons (NPT) in August 2022.</p> <p>We will continue to support Singapore's election bids to international organisations, including our candidatures to: (a) the IMO for the term 2024 – 2025 at elections to be held in December 2023; (b) Commission on Narcotic Drugs (CND) for the term 2024 – 2027, at elections to be held in May 2023; and (c) UNCITRAL for the term 2025 – 2031, at elections to be held in 2024.</p> <p>We will continue to play an active role on Ocean issues through our Presidency of the Intergovernmental Conference on the conservation and sustainable use of Marine Biodiversity of Areas Beyond National Jurisdiction (BBNJ IGC). We will continue to monitor emerging ocean trends and safeguard Singapore's interests. To continue profiling our Singapore's contributions to international heritage and culture, we will build on our existing engagement with UNESCO, to lay the ground for our upcoming ICH of Humanity and World Heritage Site nominations. We will also continue our engagement of fellow Commonwealth states through our participation in various Commonwealth meetings.</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 "FOSS for Good" technical assistance package.</p> <p>We will continue to participate actively in cybersecurity discussions at the UN, including by chairing the 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 support Singapore's constructive participation in the 28th International Seabed Authority (ISA) Session in Kingston, Jamaica, including as a Member of the ISA Council.</p> <p>We will continue to strengthen our engagement and collaboration with the World Intellectual Property Organisation (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 continue to play an active and constructive role at the WTO. In the run-up to the 13th Ministerial Conference (that is likely to be held in March 2024), we will continue to exercise thought leadership and shape discussions on key issues that are of interest to Singapore, including WTO reform, the dispute settlement mechanism, food security and response to the COVID-19 pandemic. We will also continue to promote an open, rules-based multilateral trading system by supporting efforts to strengthen the WTO Secretariat and ensuring that the WTO maintains its relevance, including through the use of plurilaterals to</p>

Desired Outcome	Performance Indicator	Actual FY2021/ Revised FY2022	Estimated FY2023
		<p>the OEWG from 2021 to 2025, which allows us to play a leading role in fostering consensus on international norms and rules on cybersecurity.</p>	<p>address new and emerging issues such as trade and environment.</p>
		<p>We also continued to play an active role on oceans issues. 2022 marked an "Oceans Super Year", which saw many key ocean events. In light of the 40th anniversary of the adoption of the UN Convention on the Law of the Sea (UNCLOS), we worked with the President of the 76th UNGA to convene a High-Level Commemorative Event in April 2022, which Minister (Foreign Affairs) Dr Vivian Balakrishnan attended in person and Ambassador-at-Large Tommy Koh delivered a pre-recorded address in his capacity as the President of the Third UN Conference on the Law of the Sea, which concluded negotiations on UNCLOS. We also organised a commemorative UNGA Plenary meeting on the 40th anniversary of the adoption in December 2022. We have continued our coordinatorship of the Oceans and the Law of the Sea Omnibus resolution at the 76th and 77th UNGA, and our presidency of the Intergovernmental Conference on the conservation and sustainable use of Marine Biodiversity of Areas Beyond National Jurisdiction (BBNJ IGC). Minister (Foreign Affairs) represented Singapore at the 2022 United Nations Ocean Conference in June 2022 and showcased our strong support for multilateral ocean action and highlighted our domestic initiatives in environmental research, shipping decarbonisation, and technical cooperation, while Ambassador for Oceans and Law of the Sea Issues Rena Lee represented Singapore at the 2022 One Ocean Summit in February 2022. Through the above processes, MFA was able to profile Singapore as a constructive partner on oceans and law of the sea issues.</p>	<p>Singapore will take over as lead co-convenor of the WTO Joint Statement Initiative on E-commerce, and will work closely with the other co-convenors (Australia and Japan), as well as the 84 other WTO Members to bring negotiations to a substantial conclusion by end-2023.</p>
		<p>We secured Singapore's election to the following: (a) the International Maritime Organization (IMO) Council for the term 2022 – 2023, at elections held in December 2021; (b) Financial Action Task Force (FATF) President for the term 2022 – 2024, where we were elected by acclamation in February 2022; (c) International Civil Aviation Organization (ICAO) Council for the term 2022 – 2025, at elections held in October 2022. We also provided support for Singapore's bids for: (a) the Interpol Executive Committee for the term 2021 – 2024, at elections held in 2021; (b) the International Organization for Standardization (ISO) Council for the term 2023 – 2025, at elections held in October 2022; and (c) the UN Economic and Social Council for Asia and the Pacific Committee on Statistics for the term 2022 – 2024.</p>	<p>We will continue to cultivate and deepen relationships with key stakeholders, including like-minded Members, WTO Director-General Ngozi Okonjo-Iweala and her leadership team.</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 60th 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. PM Lee Hsien Loong participated in the CHOGM and Minister (Foreign Affairs) Dr Vivian Balakrishnan attended the pre-CHOGM Foreign Affairs Ministers' Meeting in Kigali, Rwanda, in June 2022.</p>	<p>Singapore will continue our active contribution to the G20 under the Indian G20 Presidency's theme of "One Earth, One Family, One Future". Singapore will continue to promote dialogue between the G20 and the wider UN membership as Convenor of the 3G, which comprises 30 small- and medium-sized countries.</p>
		<p>As convener of the Global Governance Group (3G), 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 connectivity, public health management and climate change to the G20 Presidency. In this connection, Minister (Foreign Affairs) Dr Vivian Balakrishnan hosted the 2nd 3G Dialogue in Singapore in May and the 15th 3G Ministerial Meeting on the sidelines of the 77th UNGA in New York in September 2022. As convenor of the FOSS and in light of COVID-19,</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. MFA will work with agencies to continue our active engagement of and contribution to the Arctic Council in a Whole-Of-Government (WOG) effort, and seek support from Arctic States for our observership renewal.</p>
			<p>We will continue to participate in the Indian Ocean Rim Association (IORA) to protect our interests as a maritime and trading nation.</p>

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		<p>we have organised several virtual FOSS dialogues on tackling the pandemic. During Minister (Foreign Affairs)'s visit to New York during the 76th UNGA HLW, Minister (Foreign Affairs) 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 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 upcoming nominations to the UN Educational, Scientific and Cultural Organisation (UNESCO) Representative List of the Intangible Cultural Heritage (ICH) of Humanity, and UNESCO World Heritage Sites.</p>	
		<p>To advance our interests in deep seabed mining, we participated in the 25th and 26th International Seabed Authority (ISA) Annual Sessions in Kingston, Jamaica in 2019 and 2020.</p>	
		<p>SM Tharman Shanmugaratnam sat on the board of the UNSG's High Level Advisory Board on Effective Multilateralism (HLAB), which seeks to identify recommendations to strengthen governance arrangements to improve the delivery of global public goods (GPGs). Through SM's participation, we contribute to ideas on the reform of multilateral arrangements in the fields of global financial architecture, climate & environment, digital governance, peace & security, and inclusion, in order to ensure that global governance is effective and inclusive.</p>	
		<p>We have continued to play an active and constructive role at the World Intellectual Property Organisation (WIPO). In addition to participating actively in the 63rd General Assemblies, we continued to shape discussions at WIPO's key committees such as the Programme and Budget Committee and Coordination Committee, as well as the Asia-Pacific Group. We also extended steady support to Director General Daren Tang to help him succeed as the first Singaporean to head a major UN body. We have also stepped up collaboration with the WIPO Singapore Office (WSO) in order to consolidate its role as the regional IP hub.</p>	
		<p>At the WTO, we continued to play an active role in strengthening the open, rules-based multilateral trading system and participate constructively in discussions and contributed to the successful outcome of the 12th Ministerial Conference from 12 to 17 June 2022. In particular, Singapore spear-headed the Ministerial Decision on World Food Programme Food Purchases Exemptions from Export Prohibitions or Restrictions (WT/MIN(22)/29), which was heralded as a key outcome of MC12 on food security. Singapore also played a key role in the Ministerial Declaration on the WTO Response to the COVID-19 Pandemic and Preparedness for Future Pandemics (WT/MIN(22)/31), with Permanent Representative (WTO&WIPO) Tan Hung Seng working with Ambassador Cheryl Spencer (Jamaica) to co-chair</p>	

Desired Outcome	Performance Indicator	Actual FY2021/ Revised FY2022	Estimated FY2023
	<p data-bbox="373 1070 549 1263">Develop goodwill towards Singapore by sharing our developmental experience with partners through our technical assistance programme</p>	<p data-bbox="603 315 1054 360">WTO's Sub-Group on the WTO's response to the COVID-19 pandemic in FY2021.</p> <p data-bbox="603 389 1054 479">As co-convenor of the Joint Statement Initiative on E-commerce, Singapore, together with Australia and Japan, continued to work with 84 other WTO Members to develop rules, given the growing importance of the digital economy.</p> <p data-bbox="603 508 1054 598">As an invited guest country of Italy and Indonesia during their respective 2021 and 2022 G20 Presidencies, we participated actively in the G20 process including the numerous sectoral Ministerial meetings and the Summits.</p> <p data-bbox="603 627 1054 842">Singapore participated in various Arctic Council (AC) and Arctic-related meetings, including the AC Ministerial Meeting in May 2021. Singapore also participated in Arctic related events hosted by Arctic States. Apart from MFA, we also coordinated the representation of agencies such as MPA, NParks and NEA at relevant AC Working Group meetings. Singapore also participated in the 3rd Arctic Science Ministerial Meeting organised by Iceland and Japan.</p> <p data-bbox="603 871 1054 1041">Singapore has continued to play a constructive role in the IORA and conducted a customised in-person capacity-building course on Sustainable Tourism for IORA officials in October/November 2022. Singapore also participated in the IORA Committee of Senior Officials Meetings in July and November 2022 as well as the IORA Council of Ministers' Meeting in November 2022.</p> <p data-bbox="603 1070 1054 1263">Close to 150,000 foreign officials from over 180 countries, territories and intergovernmental organisations have participated in the Singapore Cooperation Programme (SCP) since 1992. After pivoting online in 2020 due to the COVID-19 pandemic, we have continued to run online programmes as there remained demand for such programmes. We have resumed in-person programmes in 2022.</p> <p data-bbox="603 1292 1054 1650">The SCP constantly reviewed and refined its programmes to address emerging global and regional trends and challenges, such as climate change, and support the UN 2030 Agenda. To commemorate the 30th anniversary of the SCP in 2022, the SCP launched the Sustainability Action Package (SAP) which will run for three years (2023-2026). It comprises capacity-building programmes that cover a wide range of sustainability themes such as adaptation and resilience-building strategies, green project management and financing, low carbon development and carbon markets. The programmes will bring together diverse knowledge partners from the public and private sectors, and non-profit and international organisations to share best practices on tackling sustainability and climate issues.</p> <p data-bbox="603 1680 1054 1872">In FY2021 and FY2022, 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 until March 2023. We also continued to offer courses to Small Island Developing States (SIDS) and the Alliance of Small Island States (AOSIS) under the Singapore Partnership for the SAMOA Pathway (SPa).</p> <p data-bbox="603 1901 1054 1991">To commemorate FOSS' 30th Anniversary, we conducted three "FOSS for Good" programmes in 2022 on COVID-19 recovery and digital transformation in the areas of leadership and governance, education and health.</p> <p data-bbox="603 2020 1054 2110">The SCP continued 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</p>	<p data-bbox="1082 1070 1514 1263">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. 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.</p> <p data-bbox="1082 1292 1514 1606">SCP will continue to support the UN 2030 Agenda through innovative partnerships with International Organisations and local NGOs. In response to the priorities of fellow developing countries, the SCP will give greater focus to sustainability and climate change. 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 and Mexico. We also plan to sign a MOU with Chile to formalise our long-standing Joint Training Programme to a TCTP.</p> <p data-bbox="1082 1635 1514 1702">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 FY2021/ Revised FY2022	Estimated FY2023
Prompt and effective consular services for Singaporeans	Timely and effective consular services for Singaporeans – less than 5% negative	<p>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 additional targeted capacity building for each country through collaborations with other Singapore agencies, Singapore companies, Singapore-based NGOs and Voluntary Welfare Organisations (VWOs) and International Partners.</p> <p>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). We will continue to offer courses for Southeast Asian officials under the Singapore-US TCTP. Two new programmes on “Smart Cities Professional Exchanges” and “Smart Cities Green Buildings Programme” were announced for rollout in 2022, and will continue to run until 2024.</p> <p>Under the Japan-Singapore Partnership Programme for the 21st Century (JSPP21), we conducted a new course on Green Economy under the FY2021 JSPP21 Workplan and new courses in Supply Chain Resilience and International Arbitration and Mediation under the FY2022 JSPP21 Workplan. This was in response to the new opportunities and challenges faced by target countries. We conducted the JSPP21 x IAI Workshop on Intellectual Property Rights Enforcement and Policy for CLMV for the first time in Singapore. This was also in support of the IAI Work Plan IV (2021 – 2025).</p> <p>The SCP continued 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. We renewed the Singapore-UK TCTP MOU in September 2022. Discussions are also underway to renew our TCTP agreements with Argentina and Mexico, 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, China, Indonesia, Fiji, Laos, Namibia, Nauru, Marshall Islands, Jordan, Palestinian Authority, South Africa, Vanuatu and Vietnam. As part of Singapore’s ongoing commitment to support the capacity building needs of the Palestinian Authority, we will continue to conduct customised courses and study visits in areas relevant and in line with the Palestinians’ development priorities under the Enhanced Technical Assistance Package for the Palestinian Authority.</p> <p>To signal Singapore’s interest in our continued engagement with Africa and commemorate the SCP’s 30th anniversary, PM Lee Hsien Loong announced the Singapore-Africa Partnership Package (SAPP) during his Official Visit to Rwanda in June 2022. The three-year SAPP will run from 2022 to 2025.</p> <p>The SCP continued to build bridges with new generation of foreign political and public service leaders through leadership and cultivation programmes in 2021 and 2022.</p>	MFA will continue to leverage technology to improve consular services and enhance our outreach to the public while reviewing how consular work in our Overseas Missions (OMs) and HQ can be performed in a safe and efficient manner even as the COVID-19
		MFA continues to render assistance to Singaporeans overseas with the resumption of overseas travel. In FY2021, MFA handled 11,115 consular cases, and approximately 200,000 to 300,000 consular enquiries.	

Desired Outcome	Performance Indicator	Actual FY2021/ Revised FY2022	Estimated FY2023
feedback on consular cases	<p>Overseas Singaporeans enjoy 24-hour access to consular assistance. Over the past two years during the pandemic, we have helped to bring home more than 4,600 Singaporeans. We also launched initiatives such as the Death and Critical Illness Emergency Visits scheme with Malaysia in May 2021 where people from either country could apply for cross-border travel to visit family members for emergency reasons. Additionally, dedicated vaccination channels were made available for overseas Singaporeans to receive their vaccines in Singapore when vaccines were not readily available in most countries. Between 11 September 2021 and 10 April 2022, 73 overseas Singaporeans returned to Singapore to receive their vaccinations.</p> <p>Some notable consular cases include a Singaporean couple stranded in Fiji last year after contracting COVID-19 just before their flight home. Following their recovery, they were unable to rebook their flight due to the suspension of Vaccinated Travel Lane (VTL) (Air) ticket sales. After the couple reached out to us for assistance, we clarified the matter with the airline and secured their flight rebooking. But more complications arose when an undersea volcanic eruption off Tonga led to this flight being rescheduled. We continued to provide the couple with consular advice, up until they safely boarded their flight home.</p> <p>We also facilitated the return home of over 70 unaccompanied Singaporean minors, seniors and persons with mobility issues from Johor Bahru. This included an 81-year-old Singaporean, who was half-paralysed and wheelchair-bound due to a stroke. After his family approached us for assistance, we arranged for him and his caregiver to be ferried across the Causeway back home. Since March 2020, we have assisted the return home of over 450 Singaporeans stranded in Malaysia.</p> <p>MFA ran two successful “Be Informed, Be Prepared, Travel Safe” campaigns in November 2021 and May 2022 to raise awareness of what Singaporeans should take note of before they go abroad. The campaigns aimed to remind Singaporeans to (a) eRegister before travelling overseas, (b) purchase comprehensive COVID-19 travel insurance before travelling; and (c) how to stay safe while travelling. In addition, MFA worked with GovTech to include a widget to access e-Register on Singpass Mobile, bringing convenience to Singaporeans travelling overseas.</p> <p>To expand consular services in countries/regions where we do not have a resident Mission, MFA appointed a new Honorary Consul-General in Lima, Peru and will be appointing Honorary Consuls in Bogotá, Colombia and Vienna, Austria.</p> <p>In view of the current endemic phase and resumption of travel, 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.</p>	<p>situation becomes endemic. 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 GovTech, SNDGO, ICA, and MHA to transform and digitalise the delivery of consular services to the public. With the easing of travel restrictions, we will also explore outreach to schools to promote good travel habits in young Singaporeans and cultivate awareness and self-reliance among Singaporean travellers.</p>	