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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

FY2024 EXPENDITURE ESTIMATES

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2022	Estimated FY2023	Revised FY2023	Estimated FY2024	Change Over FY2023	
	TOTAL EXPENDITURE	\$475,367,758	\$523,457,600	\$504,633,300	\$550,836,600	\$46,203,300	9.2%
	Main Estimates						
	OPERATING EXPENDITURE	\$465,822,834	\$505,457,600	\$493,883,300	\$525,336,600	\$31,453,300	6.4%
	<i>RUNNING COSTS</i>	<i>\$379,419,837</i>	<i>\$410,556,600</i>	<i>\$399,309,300</i>	<i>\$435,741,500</i>	<i>\$36,432,200</i>	<i>9.1%</i>
	Expenditure on Manpower	\$201,601,768	\$220,600,500	\$215,628,200	\$243,664,500	\$28,036,300	13.0%
1200	Political Appointments	2,218,550	2,006,600	2,186,800	2,052,000	-134,800	-6.2
1500	Permanent Staff	179,731,832	197,347,900	192,406,500	219,479,400	27,072,900	14.1
1600	Temporary, Daily-Rated & Other Staff	19,651,387	21,246,000	21,034,900	22,133,100	1,098,200	5.2
	Other Operating Expenditure	\$177,818,069	\$189,956,100	\$183,681,100	\$192,077,000	\$8,395,900	4.6%
2100	Consumption of Products & Services	143,026,274	152,302,000	146,335,800	151,209,600	4,873,800	3.3
2300	Manpower Development	8,486,583	10,152,800	9,693,000	10,911,200	1,218,200	12.6
2400	International & Public Relations, Public Communications	21,892,216	23,024,400	22,398,400	25,129,800	2,731,400	12.2
2700	Asset Acquisition	1,505,575	1,588,500	2,098,000	1,445,100	-652,900	-31.1
2800	Miscellaneous	2,907,420	2,888,400	3,155,900	3,381,300	225,400	7.1
	<i>TRANSFERS</i>	<i>\$86,402,997</i>	<i>\$94,901,000</i>	<i>\$94,574,000</i>	<i>\$89,595,100</i>	<i>-\$4,978,900</i>	<i>-5.3%</i>
3600	Transfers to Institutions & Organisations	9,532,842	9,027,700	9,505,600	9,120,000	-385,600	-4.1
3800	International Organisations & Overseas Development Assistance	76,870,155	85,873,300	85,068,400	80,475,100	-4,593,300	-5.4

Code	Object Class	Actual FY2022	Estimated FY2023	Revised FY2023	Estimated FY2024	Change Over FY2023	
	OTHER CONSOLIDATED FUND OUTLAYS	\$4,920,206	\$9,400,000	\$10,000,000	\$11,400,000	\$1,400,000	14.0%
4600	Loans and Advances (Disbursement)	4,920,206	9,400,000	10,000,000	11,400,000	1,400,000	14.0
	Development Estimates						
	DEVELOPMENT EXPENDITURE	\$9,544,924	\$18,000,000	\$10,750,000	\$25,500,000	\$14,750,000	137.2%
5100	Government Development	9,544,924	18,000,000	10,750,000	25,500,000	14,750,000	137.2

Establishment List

Category/Personnel	Actual FY2022	Estimated FY2023	Revised FY2023	Estimated FY2024
POLITICAL APPOINTMENTS	3	3	3	3
Minister	2	2	2	2
Senior Minister of State	1	1	1	1
PERMANENT STAFF	956	1,111	1,108	1,115
Accounting Profession (2008)	4	3	3	3
Administrative	5	5	5	5
Foreign Service (2002)	572	678	672	675
Foreign Service Administration Specialist Scheme	345	392	395	399
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
TEMPORARY, DAILY-RATED & OTHER STAFF	481	543	540	545
Locally Recruited Staff	481	543	540	545
OTHERS	13	21	16	21
Government Technology Agency (Sites)	13	21	16	21
TOTAL	1,453	1,678	1,667	1,684

FY2023 BUDGET

The revised FY2023 expenditure of the Ministry of Foreign Affairs (MFA) is \$504.63 million. This is an increase of \$29.27 million (6.2%) compared to the actual FY2022 expenditure of \$475.37 million.

Operating Expenditure

The revised FY2023 operating expenditure is \$493.88 million, an increase of \$28.06 million (6.0%) compared to the actual FY2022 expenditure of \$465.82 million. The increase in operating expenditure is mainly due to higher manpower costs, full resumption of overseas travels and visits, and increases in travel-related costs and new capacity building programmes under the Singapore Cooperation Programme.

Development Expenditure

The revised FY2023 development expenditure is \$10.75 million, an increase of \$1.21 million (12.6%) compared to the actual FY2022 expenditure of \$9.54 million. The increase in FY2023 is mainly due to a higher number of projects carried out during the year.

Other Consolidated Fund Outlays

The revised FY2023 advances is \$10.00 million. It is mainly to meet ad-hoc cashflows required for the overseas operations of the Ministry.

FY2024 BUDGET

The FY2024 total expenditure of MFA is projected to be \$550.84 million, an increase of \$46.20 million (9.2%) over the revised FY2023 expenditure of \$504.63 million. Of this, \$525.34 million (95.4%) is for operating expenditure and \$25.50 million (4.6%) is for development expenditure.

Operating Expenditure

Operating expenditure for FY2024 is projected to be \$525.34 million, an increase of \$31.45 million (6.4%) over the revised FY2023 expenditure of \$493.88 million. Of this, \$435.74 million (82.9%) is for running costs and \$89.60 million (17.1%) is for transfers. The increase in operating expenditure is mainly due to higher manpower costs and increase in travel-related expenditure, offset by a decrease in assessed contributions to international organisations.

Development Expenditure

Development expenditure for FY2024 is projected to be \$25.50 million, an increase of \$14.75 million (137.2%) over the revised FY2023 expenditure of \$10.75 million. The increase in expenditure is mainly due to new overseas development projects planned for the year.

Other Consolidated Fund Outlays

Advances for FY2024 is projected to be \$11.40 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	435,741,500	89,595,100	525,336,600	25,500,000	550,836,600
	Total	\$435,741,500	\$89,595,100	\$525,336,600	\$25,500,000	\$550,836,600

Development Expenditure by Project

Project Title	Total Project Cost	Actual Expenditure Up to end of FY2021	Actual FY2022	Estimated FY2023	Revised FY2023	Estimated FY2024
DEVELOPMENT EXPENDITURE	\$9,544,924	\$18,000,000	\$10,750,000	\$25,500,000
<i>GOVERNMENT DEVELOPMENT</i>	<i>9,544,924</i>	<i>18,000,000</i>	<i>10,750,000</i>	<i>25,500,000</i>
Foreign Affairs Programme						
ICT Projects	3,461,843	9,050,000	3,200,000	3,400,000
Overseas Properties Projects	125,641	200,000	700,000	13,700,000
Minor Development Projects	5,387,002	8,750,000	6,728,000	8,400,000
Completed Projects	570,438	0	122,000	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
- Building domestic support for Singapore's foreign policy

Key Performance Indicators

Desired Outcome	Performance Indicator	Actual FY2022/ Revised FY2023	Estimated FY2024
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, Association of South East Asian Nations (ASEAN) and other key countries, and work with economic agencies in continuing engagement of emerging markets	<p>Post-COVID-19, our leaders have resumed in-person bilateral and multilateral engagements. MFA supported approximately 150 high-level visits abroad by Singapore political office holders (POHs), including six State Visits by then-President Halimah Yacob and 25 visits by Prime Minister (PM) Lee Hsien Loong in FY2022–2023. These helped restore momentum to bilateral cooperation and refreshed and profiled Singapore's presence and contributions at multilateral fora. We also resumed hosting incoming visits by foreign leaders and officials to Singapore.</p> <p>Then-President Halimah Yacob made her first State Visit since the onset of COVID-19 to Vietnam in October 2022, followed by State Visits to Malaysia, Kazakhstan, Uzbekistan, and Qatar. President Tharman Shanmugaratnam made his first State Visit to Brunei in January 2024. PM Lee Hsien Loong travelled to Australia, Belgium, Brunei, China, Germany, India (2023 G20 Summit), Indonesia (2023 ASEAN Chairmanship), Japan, Malaysia, Saudi Arabia, United Arab Emirates (UAE), US (2023 Asia-Pacific Economic Cooperation (APEC) Economic Leaders' Meeting (AELM)), and Vietnam. PM made his first Official Visits to Rwanda (in June 2022 for the Commonwealth Heads of Government Meeting (CHOGM)) and South Africa and Kenya (in May 2023).</p> <p>Minister (Foreign Affairs) Dr Vivian Balakrishnan made bilateral visits to countries around the world and represented Singapore at in-person multilateral/regional meetings such as the 2023 G20 Foreign Ministers' Meeting, 56th ASEAN Foreign Ministers' Meeting and other ASEAN-related meetings, the 78th United Nations General Assembly (UNGA), Global Governance Group (3G) Ministerial Meetings, the first and second Indo-Pacific Ministerial Forums, and the 27th Nikkei Forum, amongst others. He met his counterparts on the sidelines of these meetings.</p> <p>Besides bilateral visits, Minister (Prime Minister's Office) [PMO] and Second Minister (Foreign Affairs) (Education) Dr Mohamad Maliki Osman attended in 2023 the APEC Ministerial Meeting in the US, the 23rd Indian Ocean Rim Association (IORA) Council of Ministers (COM) Meeting in Sri Lanka, G20 Education Ministers' Meeting and G20 Development Minister's Meeting in India, and the 6th Indian Ocean Conference in Bangladesh. In 2022, he attended a High-Level Roundtable on Corruption in the Netherlands, the 7th Raisina Dialogue in India, and the 34th APEC Ministerial Meeting.</p> <p>In the past FY, we have had numerous high-level face-to-face engagements with our immediate neighbours and other Southeast Asian countries.</p>	<p>Riding on the good momentum of positive exchanges with Malaysian PM Anwar Ibrahim's Administration, in particular with the holding of the milestone 10th Leaders' Retreat on 30 October 2023, we will continue to deepen bilateral cooperation and links with the Malaysian leaders, including by enhancing cooperation in new areas such as digital economy and green economy, and to enhance cross-border connectivity and the Johor-Singapore Special Economic Zone. We will continue to strengthen ties and understanding at both the Federal and state levels and maintain frequent high-level engagements. We will also do so for the Royals in Malaysia, in particular the Sultan of Johor Ismail Ibrahim, who assumed the Agong position from January 2024.</p> <p>Ahead of Indonesia's upcoming presidential and regional elections in 2024, we will continue to engage the Indonesian government and political leaders on areas of mutual benefit, including promoting economic growth and investments, financial cooperation, people-to-people exchanges at the central and regional levels, education, and public healthcare. We are also exploring cooperation in emerging sectors like renewable energy imports, green transition, and the digital economy. Such cooperation projects will support our longer-term engagement of a rapidly developing Indonesia, which will play an important role in the region.</p> <p>We will continue to closely engage Brunei and build on the steady momentum of high-level exchanges, especially as 2024 marks the 40th anniversary of our diplomatic ties and the 10th Singapore-Brunei Young Leaders' Programme, which would be co-chaired by Deputy Prime Minister and Minister (Finance) Lawrence Wong and His Royal Highness Crown Prince Al-Muhtadee Billah. We will continue to build on our excellent relationship, including in areas such as education, civil service exchanges, climate change and sustainability, and food and medical supply chain resilience following the signing of MOUs on these issues at the Sultan's State Visit to Singapore in August 2022.</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 in new growth areas such as the digital and green economies, renewable energy, carbon credits, sustainable development, cybersecurity, and smart cities. Laos' Chairmanship of ASEAN and the 50th anniversary of Singapore-Laos diplomatic relations in 2024 will be an opportunity to strengthen our high-level engagement with Laos. Singapore and Philippines will step up high-level visits in conjunction with the 55th anniversary of</p>

Desired Outcome	Performance Indicator	Actual FY2022/ Revised FY2023	Estimated FY2024
		<p>With the transition of COVID-19 to endemicity, Singapore and Malaysia have kept up high-level engagements between our leaders and their Malaysian counterparts.</p>	<p>Singapore-Philippines diplomatic relations in 2024. With Vietnam, we will maintain the momentum of bilateral cooperation following the 50th anniversary of diplomatic relations and 10th anniversary of our Strategic Partnership in 2023. 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 continue to expand our high-level links with Southeast Asian neighbours, including through programmes such as the Lee Kuan Yew Exchange Fellowship and the S R Nathan Fellowship.</p>
		<p>Then-President Halimah Yacob made a State Visit to Malaysia in March 2023 and attended the 52nd University of Malaya-National University of Singapore Inter-University Tunku Chancellor Golf Tournament in June 2023. In addition to the 10th Singapore-Malaysia Leaders' Retreat on 30 October 2023, Malaysian PM Anwar Ibrahim visited Singapore and met with PM Lee Hsien Loong on two other instances: in January 2023 for his introductory visit, and in September 2023 to attend the Milken Institute Asia Summit. PM and PM Anwar also met on the sidelines of the Bo'ao Forum in March 2023 and during other ASEAN events. Minister (Foreign Affairs) Dr Vivian Balakrishnan made an Official Visit to Kuala Lumpur (Malaysia) in January 2023 and Minister (PMO) and Second Minister (Foreign Affairs) (Education) Dr Mohamad Maliki Osman made an Official Visit to Kelantan and Terengganu in April 2023. In total, 12 Singapore leaders made official and working visits to Malaysia in 2023.</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 including critical and emerging technologies, climate change, and clean energy. We will maintain the momentum of high-level exchanges and visits with the Biden Administration. We will continue to support the US' security and economic initiatives, including its substantive agenda for the region through its Indo-Pacific Economic Framework for Prosperity.</p>
		<p>Minister (National Development) Desmond Lee co-chaired the 16th Joint Ministerial Committee for Iskandar Malaysia meeting in July 2023, and we resumed POHs' physical visits to the Sultan of Johor's Hari Raya Open House by Minister (Manpower) and Second Minister (Trade & Industry) Dr Tan See Leng and Minister (Sustainability and the Environment) Grace Fu.</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 cybersecurity, climate change, clean energy, and digital technologies.</p>
		<p>The Tunku Mahkota Johor Ismail brahim made an Official Visit to Singapore and the Regent of Pahang Tengku Hassanal brahim Alam Shah visited Singapore multiple times.</p>	<p>We will continue our active engagement of the PRC through high-level visits and institutionalised bilateral mechanisms like the Joint Council on Bilateral Cooperation (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 Government-to-Government projects – the China-Singapore Suzhou Industrial Park (which marks its 30th anniversary in 2024), 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 initiatives such as the Smart City Initiative between Singapore and Shenzhen. As we continue to deepen cooperation in existing fields, including finance and human resource development, we will explore new areas of cooperation such as the digital economy, green economy, green development, food security, and connectivity. We will continue to promote people-to-people exchanges, including youth and student exchanges. We are exploring new mutually beneficial projects and will continue to keep up the momentum of high-level exchanges.</p>
		<p>Through these interactions, our leaders discussed bilateral issues and made progress on longstanding, important bilateral issues as well as other workstreams on trade, communications, and national development. The Johor Bahru-Singapore Rapid Transit System Link project is on track to be completed in end-2026, and there are ongoing discussions on the establishment of a Johor-Singapore Special Economic Zone. We are also working towards the redevelopment of the Woodlands Checkpoint to ease congestion on the Causeway together with the Malaysians.</p>	<p>We will continue to strengthen relations between Singapore and Hong Kong, including through high-level exchanges, 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 kept up a steady tempo of high-level engagements with Indonesian leaders to further broaden our strong bilateral ties. We supported Indonesia's 2022 G20 Presidency and 2023 ASEAN Chairmanship. We hosted the Singapore-Indonesia Leaders' Retreat in March 2023 with President Joko Widodo. To deepen our ties at the regional level, we hosted eight regional leaders under the 2nd Republic of Indonesia and Singapore (RISING) Fellowship in March 2023, during which they had the opportunity to engage our leaders and exchange insights. President Jokowi visited Singapore to attend Ecosperity Week 2023. Coordinating Minister for Maritime Affairs and Investments Luhut Pandjaitan and Defence Minister Prabowo Subianto were conferred Singapore's top military award, the Distinguished Service Order (Military), in June and November 2023 respectively for their significant contributions to Singapore-Indonesia relations. We continued to host visits from other Indonesian leaders, including visits by Vice President Ma'ruf Amin, Coordinating Minister for Economic Affairs Airlangga Hartarto, Foreign Minister (FM) Retno Marsudi, and many other Ministers and provincial Governors this FY.</p>	<p>Having signed the Expanded Framework Agreements with Indonesia, we are now working with Indonesia on bringing the Agreements into effect, which paves the way for new priority areas for cooperation, including financial cooperation, climate change and sustainability issues,</p>

Desired Outcome	Performance Indicator	Actual FY2022/ Revised FY2023	Estimated FY2024
		<p>energy, food security, and human capital development. In particular, good progress has been made towards importing renewable energy and live chickens from Indonesia.</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 the digital economy, energy transition and sustainability, as well as through high-level exchanges. We will also continue to build our links with Japanese and Republic of Korea (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 Japan-Singapore Partnership Programme for the 21st Century (JSPP21), to address emerging development challenges and remain relevant in the coming decades. Our assumption of the coordinatorship of ASEAN-Japan Dialogue Relations in July 2024 will be an opportunity to work with Japan and other ASEAN Member States (AMS) to deepen Japan's engagement in the region in traditional and emerging areas, such as trade and investments, connectivity, and the digital and green economies. We will work to upgrade the ASEAN-Japan FTA as well as collaborate in the implementation of the ASEAN Outlook on the Indo-Pacific (AOIP), in securing our vision of an open and inclusive regional architecture.</p>
		<p>There has been a steady tempo of high-level visits and exchanges between Singapore and Brunei since borders reopened. Deputy Prime Minister (DPM) and Minister (Finance) Lawrence Wong made his introductory visit to Brunei in January 2023 and Minister (Health) Ong Ye Kung attended the Sultan's 77th birthday celebrations. Minister (PMO) and Second Minister (Foreign Affairs) (Education) Dr Mohamad Maliki Osman visited Brunei for Hari Raya Open House in April 2023. DPM and Minister (Finance) Wong led a delegation to Brunei for the 9th Singapore-Brunei Young Leaders' Programme. Minister (Defence) Dr Ng Eng Hen, Minister (Sustainability and the Environment) Grace Fu, and Minister (Manpower) and Second Minister (Trade & Industry) Dr Tan See Leng visited Brunei in 2023. President Tharman Shanmugaratnam made a State Visit to Brunei in January 2024 and our leaders visited Brunei for Prince 'Abdul Mateen's wedding in the same month. PM met the Sultan during his private visits to Singapore in July 2023.</p>	<p>We will continue to strengthen our high-level engagements with Australia including through the ALM and the Singapore-Australia Joint Ministerial Committee. We will deepen bilateral cooperation through the next phase of the Singapore-Australia Comprehensive Strategic Partnership (CSP). We will continue to work with agencies and our counterparts in Australia to examine and implement ambitious cooperation initiatives for the next phase of the CSP.</p>
		<p>We continued to deepen relationships with Bruneian stakeholders, with three key incoming visits: Health Minister Isham Jaafar and Attorney-General Ahmad Isa in February 2023 under the S R Nathan Fellowship, and Prince 'Abdul Mateen in September 2023 under the Lee Kuan Yew Exchange Fellowship.</p>	<p>We will keep up the momentum of bilateral engagement with New Zealand (NZ) through high-level exchanges, to engage the new National-ACT-NZ First government, and strengthen cooperation in new areas under the Singapore-NZ Enhanced Partnership such as climate change, digital economy and food security.</p>
		<p>As an outcome of the Memoranda of Understanding (MOUs) signed during the Sultan's State Visit to Singapore in August 2022, Singapore hosted nine Brunei civil servants in our agencies. Two Bruneian students are also studying in Singapore under the Brunei Darussalam-Singapore Youth Education Scholarship established by the education MOU.</p>	<p>We announced the establishment of a new Embassy in Timor-Leste, which will serve as a focal point to strengthen and coordinate our cooperation with Timor-Leste. Singapore will also continue to strengthen its engagement with the South Pacific in line with our commitments as a PIF Dialogue Partner, particularly through supporting the capacity-building efforts of the PIS through the Singapore-Pacific Resilience and Knowledge Sharing (SPARKS) package, which focuses on key areas such as urban resilience, climate change and international law.</p>
		<p>We have kept up the momentum of exchanges with other key Southeast Asian partners. PM Lee Hsien Loong had bilateral meetings on the sidelines of the 42nd and 43rd ASEAN Summits in May and September 2023, the ASEAN-Gulf Cooperation Council (GCC) Summit in October 2023, and ASEAN-Japan Commemorative Summit in December 2023. Vietnam PM Pham Minh Chinh made an Official Visit to Singapore in February 2023, while PM made an Official Visit to Vietnam in August 2023, where both sides agreed to cooperate in new and emerging areas including renewable energy, carbon credits, and the digital economy. Senior Minister (SM) and Coordinating Minister for National Security (CMNS) Teo Chee Hean also made a Working Visit to Cambodia in May 2023 and an Official Visit to Vietnam in November 2023. We received an Official Visit by Thai PM Srettha Thavisin in October 2023.</p>	<p>We will continue to strengthen relations with India in long-standing areas of mutual interest such as trade and investment and 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 which concludes in 2024. We will also keep up the momentum of bilateral engagement through high-level visits.</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 also continue to build ties with other South Asian countries and explore areas for mutually beneficial collaboration.</p>
		<p>The US bilateral account remains in good stead, with many high-level bilateral exchanges in 2022 and 2023. PM Lee Hsien Loong 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 Kamala Harris, US Secretary of Defense Lloyd Austin, Secretary of the Treasury Janet Yellen, Federal Reserve Chair Jerome Powell, National Security Advisor (NSA) Jake Sullivan, and then-Speaker of the House of Representatives Nancy Pelosi; and in May 2022 for the ASEAN-US Special Summit hosted by President Biden. In November 2023, PM visited San Francisco to attend the APEC Economic Leaders' Summit hosted by President Biden.</p>	<p>DPM and Minister (Finance) Lawrence Wong made his first visit to the US in his capacity as DPM in October 2023 where he met the key members of the Biden Administration,</p>

Desired Outcome	Performance Indicator	Actual FY2022/ Revised FY2023	Estimated FY2024
		<p>including CIA Director William Burns, Director of National Intelligence (DNI) Avril Haines, NSA Jake Sullivan, Chair of the Council of Economic Advisers Jared Bernstein, Secretary of Commerce Gina Raimondo, and US Trade Representative Katherine Tai.</p>	<p>We will continue to engage and strengthen ties with key European Union (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.</p>
		<p>DPM and Coordinating Minister for Economic Policies Heng Swee Keat (May and October 2023), then-SM Tharman Shanmugaratnam (April 2022), then-Minister (Finance) Lawrence Wong (April 2022), Minister (Foreign Affairs) Dr Vivian Balakrishnan (March/April, July and September 2022; June, September, October, and November 2023), Minister (Trade & Industry) Gan Kim Yong (March/April, May and September 2022; May and November 2023), Minister (Defence) Dr Ng Eng Hen (December 2022), Minister (Communications & Information) Josephine Teo (March/April and June 2022; October 2023), Minister (Sustainability and the Environment) Grace Fu (July 2023), and Minister (Education) Chan Chun Sing (April 2023) also made bilateral visits to the US.</p>	<p>We signed a bilateral Digital Economy Agreement with the UK, our first with a European country, which came into force in June 2022. The EU-Singapore Digital Partnership (EUSDP), which was signed in February 2023, will enhance digital connectivity. We are also exploring digital economy cooperation with the European Free Trade Association.</p>
		<p>We welcomed several Congressional delegations to Singapore, including one led by then-Speaker of the House of Representatives Nancy Pelosi in August 2022.</p>	<p>We will continue to work with EU institutions and EU Member States to secure the ratification of the EU-Singapore Investment Protection Agreement and the EU-Singapore Partnership and Cooperation Agreement by all EU Member States.</p>
		<p>In 2022 and 2023, five members of President Biden's Cabinet visited Singapore: Secretary of Defense Lloyd Austin (June 2022; June 2023); Secretary of Energy Jennifer Granholm (July 2022); US Trade Representative Katherine Tai (April and November 2022); Secretary of Homeland Security Alejandro Mayorkas (October 2022); and DNI Avril Haines (June 2023). Special Presidential Envoy for Climate Change John Kerry also visited Singapore in November 2023.</p>	<p>We continue to maintain bilateral relations with Russia notwithstanding Singapore's principled position in support of international law and the United Nations (UN) Charter with regard to Russia's invasion of Ukraine. 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 Trade in Services and Investments (S&I) Agreements with the remaining Eurasian Economic Union (EAEU) countries (i.e., Russia, Belarus, and Kyrgyzstan).</p>
		<p>High-level interactions between Singapore and China (PRC) have picked up with the easing of COVID-19 travel restrictions. PM Lee Hsien Loong made an Official Visit to Guangzhou, Bo'ao, and Beijing from March to April 2023, and met PRC President Xi Jinping and Premier Li Qiang, among others. The key deliverables for PM's visit included the upgrade of bilateral relations to an "All-Round High-Quality Future-Oriented Partnership", and the substantive conclusion of the China-Singapore Free Trade Agreement Work Programme for Subsequent Negotiations. Other POHs – including DPM and Minister (Finance) Lawrence Wong, then-SM Tharman Shanmugaratnam, Minister (Foreign Affairs) Dr Vivian Balakrishnan, Minister (National Development) Desmond Lee, Minister (Manpower) and Second Minister (Trade and Industry) Dr Tan See Leng, Minister (Communications and Information) Josephine Teo, Minister (Education) Chan Chun Sing, Minister (Sustainability and the Environment) Grace Fu, Minister (Community, Culture and Youth) and Second Minister (Law) Edwin Tong, Minister (Defence) Dr Ng Eng Hen, Minister (Health) Ong Ye Kung, and Acting Minister (Transport) Chee Hong Tat – also made outgoing visits to China. Additionally, our POHs have frequently engaged their Chinese counterparts on the sidelines of multilateral fora.</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 initiatives and platforms such as the Singapore-Saudi Strategic Partnership, the Singapore-UAE Joint Committee, the Singapore-Qatar High Level Joint Committee, and the Singapore-Oman Strategic Dialogue, and the various bilateral consultations mechanisms.</p>
		<p>Visits by Chinese leaders to Singapore included those of Communist Party of China International Department Minister Liu Jianchao in July 2022, then-Defence Minister Li Shangfu in June 2023 (for the Shangri-La Dialogue (SLD)), FM Wang Yi in August 2023, Vice President Han Zheng in November 2023, and provincial leaders from Beijing, Chongqing, Guangdong, Jiangsu, Shanghai, and Tianjin, among others.</p>	<p>We will continue to support MTI's efforts to seek a review and upgrade of the Singapore-GCC FTA and to conclude the bilateral S&I Agreement with the Kyrgyz Republic.</p>
			<p>The Israel-Hamas conflict is likely to remain protracted. We will continue to work with our partners and stakeholders to explore opportunities for the provision of further humanitarian assistance to Gaza. We will also continue to support the Palestinian Authority's capacity building efforts through the Enhanced Technical Assistance Package.</p>
		<p>In-person Joint Council for Bilateral Cooperation (JCBC) and related Joint Steering Council meetings have resumed after the virtual editions of 2020 and 2021. In November 2022, then-PRC Executive Vice Premier Han Zheng visited Singapore to co-chair the 18th JCBC with DPM and Coordinating Minister for Economic Policies Heng Swee</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, the 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.</p>
			<p>We will continue to deepen our engagement of Africa, particularly South Africa which will take over the G20 Presidency in 2025. In consultation with our economic agencies and relevant stakeholders, we will identify new areas of cooperation and deliverables for visits by Political Office Holders (POHs), both incoming and outgoing. We will continue to look for opportunities for our POHs to meet their African counterparts on the sidelines of multilateral fora to keep up the warm ties with our African partners.</p>

Desired Outcome	Performance Indicator	Actual FY2022/ Revised FY2023	Estimated FY2024
		<p>Keat, and met then-President Halimah Yacob, PM Lee Hsien Loong, DPM and Minister (Finance) Lawrence Wong, and SM & CMNS Teo Chee Hean. In December 2023, DPM and Minister (Finance) Lawrence Wong visited Beijing and Tianjin to co-chair the 19th JCBC with PRC Executive Vice Premier Ding Xuexiang, in conjunction with the 15th anniversary of the Sino-Singapore Tianjin Eco-City.</p>	
		<p>We have kept up the momentum of exchanges between Singapore and Hong Kong. In May 2022, SM & CMNS Teo Chee Hean and Minister (Foreign Affairs) Dr Vivian Balakrishnan visited Hong Kong and met then-Chief Executive (CE) Carrie Lam, then-CE elect John Lee, and Chinese People's Political Consultative Conference (CPPCC) Vice Chairman and former CE Leung Chun-ying. In August 2022, DPM and Coordinating Minister for Economic Policies Heng Swee Keat participated in the 7th Belt and Road Summit Policy Dialogue in Hong Kong as a panellist and 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. In July 2023, CE Lee made an Official Visit to Singapore and met PM Lee Hsien Loong, DPM and Minister (Finance) Lawrence Wong, DPM Heng, SM Teo, and other POHs. CE Lee was joined by Hong Kong Deputy Financial Secretary Michael Wong, Secretary for Financial Services and the Treasury Christopher Hui, Secretary for Commerce and Economic Development Algemon Yau, Secretary for Transport and Logistics Lam Sai Hung, and Secretary for Innovation, Technology and Industry Sun Dong.</p>	
		<p>Bilateral exchanges with Japan and the ROK have continued in 2022 and 2023, injecting momentum to cooperation in areas like the digital economy, innovation and technology, green economy, and defence. PM Lee Hsien Loong met Japanese PM Fumio Kishida five times over the past two years: during PM's visit to Tokyo for the Nikkei Conference, at the State Funeral for former PM Abe Shinzo in Tokyo, and during PM Kishida's Official Visit to Singapore in conjunction with SLD 2022; as well as PM Kishida's transit in Singapore and PM's visit to Tokyo for the ASEAN-Japan Commemorative Summit in 2023. Other POHs – including DPM and Minister (Finance) Lawrence Wong, DPM and Coordinating Minister for Economic Policies Heng Swee Keat, Speaker Seah Kian Peng, Minister (Foreign Affairs) Dr Vivian Balakrishnan, Minister (Trade & Industry) Gan Kim Yong, Minister (Culture, Community and Youth) and Second Minister (Law) Edwin Tong, Minister (Sustainability and the Environment) Grace Fu, and Senior Minister of State (SMS) (Foreign Affairs) (National Development) Sim Ann – also visited Japan. We welcomed several Japanese leaders over the last two years, including then-FM Hayashi Yoshimasa, Finance Minister Suzuki Shunichi, then-Defence Minister Hamada Yasukazu, Digital Transformation Minister Kono Taro, President of the House of Councillors Otsuji Hidehisa, and Liberal Democratic Party Policy Research Council Chairperson Hagiuda Koichi, amongst others.</p>	
		<p>For the ROK, the Korea-Singapore Digital Partnership Agreement came into force in 2023 and we concluded an MOU on green economic cooperation. We also kept up regular high-level engagements with the ROK leadership. In 2022, then-President Halimah Yacob attended ROK President Yoon Suk-yeol's inauguration ceremony, while SMS (Foreign Affairs) (National Development) Sim Ann met FM Park Jin during her Working Visit to Seoul. PM Lee Hsien Loong met President Yoon on the sidelines of the ASEAN Summits in 2022 and 2023, while Minister (PMO) and Second Minister (Foreign Affairs) (Education) Dr Mohamad Maliki Osman met ROK FM Park on the sidelines of the APEC Ministerial Meeting in 2023. We welcomed then-DPM and Minister of Economy and Finance Hong Nam-ki, FM</p>	

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		<p>Park, then-Defence Minister Lee Jong-sup, Trade Minister Ahn Duk-geun, Chairman of the ROK-Singapore Parliamentary Friendship Group Kim Hyo-heung, and Jeju Governor Oh Young-hun to Singapore.</p>	
		<p>Following the entry into force of the European Union-Singapore Free Trade Agreement in November 2019, 15 of 27 European Union (EU) member states have ratified the EU-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. The Framework and Non-Services and Investment Agreements of the Eurasian Economic Union (EAEU)-Singapore FTA and the Singapore-Armenia Trade in Services and Investment (S&I) Agreement were signed in October 2019 in Armenia, while the Singapore-Kazakhstan S&I Agreement was signed in May 2023. Negotiations on 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 and bilateral relations were elevated to a Strategic Partnership in September 2023.</p>	
		<p>The strong momentum in bilateral cooperation with Australia and New Zealand (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. We cooperated closely with Australia and NZ and several Pacific Island States (PIS) to tackle COVID-19 challenges and exchange information. We also provided humanitarian assistance to PIS, most recently to Vanuatu following the impact of twin cyclones in March 2023.</p>	
		<p>We have maintained regular high-level exchanges, including at the Heads of Government (HOG)/Heads of State (HOS) level with Australia, NZ, the PIS, and Timor-Leste. Then-Australian PM Scott Morrison attended the 6th Singapore-Australia Annual Leaders Meeting (ALM) in Singapore in June 2021, PM Lee Hsien Loong visited Australia in October 2022 for the 7th ALM, and Australian PM Anthony Albanese visited Singapore for the 8th ALM in June 2023. Then-NZ PM Jacinda Ardern made an Official Visit to Singapore in April 2022 while then-NZ Leader of the Opposition Christopher Luxon visited in June 2022. The 13th Singapore-Australia Joint Ministerial Committee meeting was held in Canberra in May 2023, while Australian FM Penny Wong made an Official Visit to Singapore in July 2022.</p>	
		<p>We have also stepped up our engagement of the South Pacific following our admission as a Dialogue Partner of the Pacific Islands Forum (PIF) in January 2022. Minister (Foreign Affairs) Dr Vivian Balakrishnan represented Singapore at the 52nd PIF Leaders Meeting in Cook Islands in November 2023. We 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 (who called on PM Lee Hsien Loong on both his private visits in April 2022 and October 2023) and Tonga PM Siaosi Sovaleni. Minister (Foreign Affairs) made an Official Visit to Timor-Leste in July 2023. 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 have had a robust number of engagements with India at the political level in 2023, including outgoing visits by Singapore POHs in relation to India's G20 Presidency. PM Lee Hsien Loong visited New Delhi for the G20 Summit in September 2023 and met Indian PM Narendra Modi.</p>	

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		<p>Minister (Foreign Affairs) Dr Vivian Balakrishnan attended the G20 Foreign Ministers' Meeting in New Delhi in March 2023, Minister (PMO) and Second Minister (Foreign Affairs) (Education) Dr Mohamad Maliki Osman attended the G20 Development Ministers' Meeting (DMM) and G20 Education Ministers' Meeting in Varanasi and Pune respectively in June 2023, DPM and Minister (Finance) Lawrence Wong attended the G20 Finance Ministers and Central Bank Governors (FMCBG) Meeting visit in Gujarat in July 2023, and Speaker Seah Kian Peng attended the Parliamentary Speakers' Summit in New Delhi in October 2023. DPM and Minister (Finance) Wong also attended the Singapore-India Hackathon during his visit to Gujarat in July. Then-SM Tharman Shanmugaratnam spoke at the 8th Raisina Dialogue and the India in Asia Conference in India in March 2023. Other visits to India include Minister (Culture, Community and Youth) and Second Minister (Law) Edwin Tong's participation in the Singapore International Arbitration Centre Annual India Conference in New Delhi in November 2022; then-SM Tharman's speech at the inaugural Arun Jaitley Memorial Lecture in July 2022; Minister (Foreign Affairs)'s co-chairing of the Special ASEAN-India Foreign Ministers Meeting with Indian External Affairs Minister Dr S Jaishankar in June 2022 and participation in the Delhi Dialogue; and Minister (PMO) and Second Minister (Foreign Affairs) (Education)'s participation in the Raisina Dialogue, organised by the Indian Ministry of External Affairs and the Observer Research Foundation in April 2022.</p>	
		<p>The India-Singapore Ministerial Roundtable (ISMR) was launched in September 2022 as an institutionalised platform to explore opportunities for mutually beneficial bilateral collaboration and build ties at the leadership level. DPM and Minister (Finance) Lawrence Wong, Minister (Foreign Affairs) Dr Vivian Balakrishnan, Minister (Trade & Industry) Gan Kim Yong, and then-Minister (Transport) (Trade Relations) S Iswaran participated in the inaugural ISMR in New Delhi in September 2022.</p>	
		<p>We received numerous visits by Indian POHs in 2023, including Minister of State for External Affairs and Parliamentary Affairs V Muraleedharan (February 2023), Minister of State for External Affairs and Education Rajkumar Ranjan Singh (May 2023), Minister of Education and Skill Development and Entrepreneurship Dharmendra Pradhan (May 2023), Tamil Nadu Chief Minister M K Stalin (May 2023), Indian Chief Justice Dr D Y Chandrachud (September 2023), and Gujarat Chief Minister Bhupendra Patel (November 2023). Indian External Affairs Minister Dr S Jaishankar visited Singapore in October 2023 and called on President Tharman Shanmugaratnam, DPM and Minister (Finance) Lawrence Wong, and SM and CMNS Teo Chee Hean, and met Minister (Trade & Industry) Gan Kim Yong, Minister (Foreign Affairs) Dr Vivian Balakrishnan, Minister (Defence) Dr Ng Eng Hen, and Minister (Home Affairs) (Law) K Shanmugam.</p>	
		<p>We continued to strengthen bilateral relations with other South Asian countries. Sri Lanka President Ranil Wickremesinghe made a Working Visit to Singapore in August 2023. He met then-President Halimah Yacob, PM Lee Hsien Loong, Minister (Defence) Dr Ng Eng Hen, Minister (Sustainability and the Environment) Grace Fu, and Minister (Home Affairs) (Law) K Shanmugam. PM and President Wickremesinghe witnessed the signing of an MOU on carbon credits collaboration between Singapore and Sri Lanka. Minister (PMO) and Second Minister (Foreign Affairs) (Education) Dr Mohamad Maliki Osman met Sri Lanka FM Ali Sabry on the sidelines of the 23rd IORA COM Meeting in Colombo in October 2023. Then-Sri Lanka FM G. L. Peiris made an Official Visit to Singapore in June 2022 and met then-SM Tharman Shanmugaratnam, then-Minister (Finance) Lawrence Wong, Minister (Foreign Affairs) Dr</p>	

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		<p>Vivian Balakrishnan, and SMS (Health) (Manpower) Dr Koh Poh Koon. Peiris was also hosted to a lunch by Minister (Home Affairs) (Law) K Shanmugam.</p>	
		<p>Pakistan FM Bilawal Bhutto Zardari made an Official Visit to Singapore in December 2022. He met then-President Halimah Yacob and was hosted to a breakfast by Minister (Foreign Affairs) Dr Vivian Balakrishnan. Minister (Foreign Affairs) met Bangladesh FM Dr AK Abdul Momen several times, most recently on the sidelines of the 78th UNGA in New York in August 2023 to convey Singapore's decision to upgrade our Consulate in Dhaka to a High Commission. The upgrade took effect from 1 October 2023. Momen made an Official Visit to Singapore in April 2022, which coincided with the 50th anniversary of diplomatic relations between Singapore and Bangladesh. He called on then-President Halimah Yacob and was hosted to iftar by Minister (PMO) and Second Minister (Foreign Affairs) (Education) Dr Mohamad Maliki Osman. Bhutan King Jigme Khesar Namgyel Wangchuck visited Singapore in September 2023 and met President Tharman Shanmugaratnam. We had several visits by Maldivian POHs, such as then-Maldives Vice President Faisal Naseem, who visited Singapore in July and September 2022, and then-Maldives FM Abdulla Shahid who made an Official Visit to Singapore in February 2022 in his capacity as President of the 76th UNGA.</p>	
		<p>We have stepped up our political engagement with Africa. In June 2022, PM made his first Official Visit to Rwanda. This was followed by PM's first Official Visits to South Africa and Kenya in May 2023. In August 2023, Minister (Foreign Affairs) Dr Vivian Balakrishnan hosted the 4th Singapore-Africa High-Level Ministerial Exchange Visit (AHLMEV), which saw the participation of eight Ministers and Deputy Ministers from Botswana, Ghana, Mauritius, Mozambique, Rwanda, South Africa, Sierra Leone, and Uganda.</p>	
		<p>South Africa Deputy President Paul Mashatile made an Official Visit to Singapore on 10 – 12 December 2023 at the invitation of DPM and Coordinating Minister for Economic Policies Heng Swee Keat. He called on President Tharman Shanmugaratnam and PM Lee Hsien Loong, and was hosted to lunch by DPM Heng. South African FM 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.</p>	
		<p>We have continued to engage African leaders such as PM Lee Hsien Loong's South African, Sierra Leonian, and Zambian counterparts; Minister (Foreign Affairs) Dr Vivian Balakrishnan's Mauritian and Tanzanian counterparts; and Minister (PMO) and Second Minister (Foreign Affairs) (Education) Dr Mohamad Maliki Osman's counterparts on the sidelines of high-level multilateral events such as G20 Summits, UNGA, CHOGM, and IORA.</p>	
		<p>We have strengthened our engagement of the Middle East, North Africa, and Central Asia through an exchange of visits. These include then-President Halimah Yacob's State Visits to Kazakhstan and Uzbekistan (May 2023) and Qatar (June 2023); PM Lee Hsien Loong's visits to Saudi Arabia and the UAE in October 2023; SM & CMNS Teo Chee Hean's visits to Egypt (September 2022) and to Israel and the West Bank (July 2023); Minister (Foreign Affairs) Dr Vivian Balakrishnan's visits to Morocco (July 2022) and Saudi Arabia (September 2022); Minister (PMO) and Second Minister (Foreign Affairs) (Education) Dr Mohamad Maliki Osman's visits to Kazakhstan, Israel, the West Bank, and Jordan (October 2022) and to Algeria and Egypt (November 2023). We received incoming visits by Uzbekistan President Shavkat Mirziyoyev, Qatar PM/FM Sheikh Mohammed Bin Abdulrahman Al Thani, Palestinian Authority PM Dr Mohammed Shtayyeh as well as the FMs of Kazakhstan and Oman. Oman Sultan Haitham Bin Tariq visited Singapore in</p>	

Desired Outcome	Performance Indicator	Actual FY2022/ Revised FY2023	Estimated FY2024
		<p>December 2023 and Jordan Crown Prince Al Hussein Bin Abdullah II visited Singapore in January 2024.</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 also opened an Embassy in Tel Aviv, to strengthen the multi-faceted cooperation between Singapore and Israel.</p>	
		<p>In response to the dire humanitarian situation in Gaza, MFA contributed \$300,000 to the Singapore Red Cross' public appeal for Gaza, as well as worked with our stakeholders to organise a RSAF relief flight ferrying life-saving supplies for civilians in Gaza in November 2023. Second Minister (Foreign Affairs) (Education) Dr Mohamad Maliki Osman also witnessed the handover of aid for Gaza, raised by the Singapore public, in Cairo in November 2023.</p>	
		<p>MFA and MHA co-hosted the inaugural Singapore-Oman Strategic Dialogue in Singapore in December 2022. Both sides agreed to upgrade our diplomatic representation from Consulates-General to Embassies. The concurrent upgrade was implemented on 1 January 2023.</p>	
		<p>We have maintained high-level interactions with Canada. Canadian PM Justin Trudeau visited Singapore in September 2023, where he met PM Lee Hsien Loong. Four Canadian Ministers visited Singapore in 2022 and 2023: Minister of National Defence Anita Anand for the 2022 and 2023 SLDs; Minister of Employment, Workforce Development, and Disability Inclusion Carla Qualtrough in April 2023; Minister of Agriculture and Agri-Food Marie-Claude Bibeau in April 2023; and Minister of Small Business, Export Promotion and International Trade and Economic Development Mary Ng in May 2022 and February 2023. Minister (Foreign Affairs) Dr Vivian Balakrishnan met Canadian FM Mélanie Joly on the sidelines of CHOGM in June 2022 and the APEC Economic Leaders' Meeting in November 2023.</p>	
		<p>There has been good momentum in our political engagement of key Latin American accounts as travel restrictions eased.</p>	
		<p>In 2022, on the sidelines of multilateral and regional events, Minister (Foreign Affairs) Dr Vivian Balakrishnan met Costa Rica FM Dr Arnoldo André Tinoco, then-Argentina FM Santiago Cafiero, and then-Mexico FM Marcelo Ebrard, as well as several counterparts from Latin America and the Caribbean. Minister (PMO) and Second Minister (Foreign Affairs) (Education) Dr Mohamad Maliki Osman had a brief pull-aside with Argentine FM Santiago Cafiero at the 7th Raisina Dialogue in April 2022. Then-Minister (Finance) Lawrence Wong met then-Brazil Minister of Economy Paulo Guedes on the sidelines of the 2nd G20 FMCBG in April 2022.</p>	
		<p>We also received several incoming visits to Singapore in 2022. These include then-Panama FM Erika Mouynes who called on PM Lee Hsien Loong and was hosted to a meal by Minister (Foreign Affairs) Dr Vivian Balakrishnan; then-Brazil Minister of Communications Fabio Faria who attended the Asia Tech x Singapore 2022 and met Minister (Communications & Information) Josephine Teo; then-Brazil Minister of Education Victor Goodoy Veiga who met Minister (Education) Chan Chun Sing and Minister (PMO) and Second Minister (Foreign Affairs) (Education) Dr Mohamad Maliki Osman while on transit; Cuba PM Manuel Marrero Cruz who called on PM and met then-SM Tharman Shanmugaratnam and Minister (Foreign Affairs) while on transit; Costa Rica FM Arnoldo Andre Tinoco who called on DPM and Minister (Finance) Lawrence Wong and Minister</p>	

Desired Outcome	Performance Indicator	Actual FY2022/ Revised FY2023	Estimated FY2024
		<p>(Foreign Affairs); and Governor of Entre Rios Province in Argentina Gustavo Bordet who led a trade mission to Singapore and met Minister (PMO) and Second Minister (Foreign Affairs) (Education).</p>	
		<p>We kept up the momentum of high-level exchanges in 2023. Minister (PMO) and Second Minister (Foreign Affairs) (Education) Dr Mohamad Maliki Osman attended the Brazilian Presidential Inauguration in Brazil in January 2023, during which he met Brazil FM Mauro Vieira. Minister (Foreign Affairs) Dr Vivian Balakrishnan made an Official Visit to Brazil and Cuba in April 2023 during which he met Brazil President Luiz Inácio Lula da Silva, Vice President and Minister of Development, Industry and Commerce Geraldo Alckmin, and Minister of the Environment and Climate Change Marina Silva. Minister (Foreign Affairs) also co-chaired the inaugural Political Consultations Meeting with Brazil FM Mauro Vieira and delivered a lecture for diplomats-in-training and members of the diplomatic corps at Rio Branco Institute. In Cuba, Minister (Foreign Affairs) met President Miguel Díaz-Canel, DPM and Minister of Foreign Trade and Foreign Investment Ricardo Cabrisas, DPM and Minister of Economy and Planning Alejandro Gil Fernández. Minister (Foreign Affairs) was also hosted to lunch by Cuba FM Bruno Rodríguez Parilla. Minister (Foreign Affairs) was hosted to breakfast by Panama Deputy FM Vladimir A. Franco Sousa and Deputy Minister of Multilateral Affairs and International Cooperation Yill del Carmen Otero during his transit in April 2023, en route to Cuba. Minister (Foreign Affairs) visited Brazil in December 2023 to attend the 63rd Official Meeting of the MERCOSUR Common Market Council.</p>	
		<p>We continued to meet Latin American leaders on the sidelines of multilateral and regional events in 2023. PM Lee Hsien Loong met Peru President Dina Boluarte Zegarra on the sidelines of the APEC Economic Leaders' Meeting in San Francisco in November 2023. Others include Minister (Foreign Affairs) Dr Vivian Balakrishnan's meeting with Brazil FM Mauro Vieira; Minister (Foreign Affairs)'s and Minister (Trade & Industry) Gan Kim Yong's meeting with then-Peru FM Ana Cecilia Gervasi; Minister (Foreign Affairs)'s pull-aside with then-Argentina FM Santiago Cafiero; Minister (Foreign Affairs)'s meeting with Chile FM Alberto van Klaveren and Costa Rica FM Dr Arnoldo André Tinoco; Minister (PMO) and Second Minister (Foreign Affairs) (Education) Dr Mohamad Maliki Osman's meeting with Panama FM Janaina Tewaney and Cuba FM Bruno Parilla Rodríguez; Minister (PMO) and Second Minister (Foreign Affairs) (Education)'s pull-aside with Peru FM Javier González-Olaechea; and Second Minister (Finance) (National Development) Indranee Rajah's pull-aside with Mexico Secretary of Finance and Public Credit Rogelio Ramírez de la O.</p>	
		<p>We continued to receive high-level delegations from Latin America and the Caribbean to Singapore in 2023. El Salvador FM Alexandra Hill Tinoco called on Minister (Foreign Affairs) Dr Vivian Balakrishnan while inaugurating the Embassy of El Salvador in Singapore; St Kitts and Nevis FM Denzil Douglas called on Minister (Foreign Affairs) during a private visit; Governor of the State of Yucatán in Mexico Mauricio Vila Dosal called on Minister (PMO) and Second Minister (Foreign Affairs) (Education) Dr Maliki Osman during a Working Visit; Cuba Deputy FM Josefina de la Caridad Vidal Ferreiro co-chaired the 5th Singapore-Cuba Bilateral Consultations with PS (Foreign Affairs) and called on Minister (Foreign Affairs).</p>	
		<p>We strengthened our bilateral cooperation with key Latin American accounts. Notable developments include Brazil's successful ASEAN Sectoral Dialogue Partnership application; the start of formal negotiations on a Treaty of</p>	

Desired Outcome	Performance Indicator	Actual FY2022/ Revised FY2023	Estimated FY2024
	<p data-bbox="365 309 544 1682">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 data-bbox="592 309 1059 752">Mutual Legal Assistance (MLAT) in Criminal Matters with Brazil; Chile's ratification of the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP) in February 2023; Peru's ratification of the Pacific Alliance-Singapore Free Trade Agreement (PASFTA) in February 2023; the signing of an MOU on the Brazil-Singapore Cooperation Programme to Third Countries in April 2023; the signing of an MOU on Carbon Credits Collaboration with Chile in August 2023; Costa Rica and Peru's formal applications to accede to the Digital Economy Partnership Agreement (DEPA); Peru's formal ASEAN Development Partner application; the substantive conclusion of negotiations on the Implementation Agreement on Carbon Credits Collaboration with Paraguay on 2 December 2023 and the conclusion of technical negotiations for the MERCOSUR-Singapore FTA in July 2022, with the signing at the MERCOSUR Summit in Brazil in December 2023.</p> <p data-bbox="592 779 1059 1361">We also made progress in our engagement of regional groupings such as the Caribbean Community (CARICOM). On the sidelines of the CHOGM in June 2022, PM Lee Hsien Loong met Bahamas PM Philip Davis. On the sidelines of the 77th UNGA in September 2022, Minister (Foreign Affairs) Dr Vivian Balakrishnan also hosted a lunch for the FMs of the CARICOM Council of Foreign and Community Relations, which was attended by CARICOM Secretary-General Carla Barnett and the FMs of Antigua and Barbuda, Bahamas, Grenada, Guyana, Jamaica, St Kitts and Nevis, St Lucia, St Vincent and the Grenadines, Suriname, and Trinidad and Tobago. On the sidelines of the 78th UNGA in September 2023, Minister (Foreign Affairs) and Minister (PMO) and Second Minister (Foreign Affairs) (Education) Dr Mohamad Maliki Osman interacted with CARICOM leaders during a luncheon for the Small Island Developing States (SIDS) and a reception for the Forum of Small States (FOSS). The SIDS luncheon was attended by CARICOM leaders including FMs from Bahamas, Belize, Grenada, Jamaica, St Kitts and Nevis, Suriname, and Trinidad and Tobago, as well as the Cuba Deputy FM. The FOSS Reception was attended by CARICOM member states including Antigua and Barbuda, Bahamas, Haiti, St Kitts and Nevis, and St Vincent and the Grenadines.</p> <p data-bbox="592 1388 1059 1729">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, calling for the full and effective implementation of the <i>Five-Point Consensus</i> and provision of humanitarian assistance. While the situation in Myanmar continues to feature heavily in ASEAN's discussions, Singapore and other ASEAN Member States (AMS) will work with our external partners to help Myanmar in line with the ASEAN Leaders' Review and Decision on the Implementation of the <i>Five-Point Consensus</i> adopted in November 2022 and September 2023. Meanwhile, we remain committed to advancing ASEAN's agenda, including on the ASEAN Community's Post-2025 Vision.</p> <p data-bbox="592 1756 1059 2116">The region faced various 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. To this end, we supported the implementation of the ASEAN Outlook on the Indo-Pacific (AOIP) and the conclusion of joint statements on the AOIP with four ASEAN Dialogue Partners (China, US, ROK, New Zealand) this year. We will now focus on working with our external partners in the implementation of tangible projects under the AOIP's four priority areas. This will particularly be in new and emerging areas, such as smart cities, cybersecurity, digital and green economies, and energy security. We will support Timor-Leste in its efforts to fulfil the</p>	<p data-bbox="1070 309 1511 1585">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 data-bbox="1070 1612 1511 1827">We welcome Laos' Chairmanship theme of "Enhancing Connectivity and Resilience". Under Laos' 2024 ASEAN Chairmanship, we will work with Laos to further develop ASEAN's green economy, especially in areas of renewable energy and the ASEAN Power Grid, as well as the ASEAN digital agenda. We will also explore opportunities to implement the AOIP as the key framework for engagement of the major powers, including through the East Asia Summit (EAS).</p> <p data-bbox="1070 1854 1511 1948">We will also continue to help Timor-Leste build its capacity for ASEAN membership in accordance with the Roadmap and call on other AMS and external partners to do likewise.</p> <p data-bbox="1070 1975 1511 2116">Singapore will continue our active participation in the APEC process and engage the Peruvian government on their Asia-Pacific Economic Cooperation (APEC) priorities, which are centred on (a) Trade and Investment for Inclusive Growth; (b) Innovation to Promote the Transition to the Formal and Global Economy; and (c)</p>

Desired Outcome	Performance Indicator	Actual FY2022/ Revised FY2023	Estimated FY2024
		<p>Roadmap for its accession to ASEAN, including through the Singapore-Timor-Leste ASEAN Readiness Support (STARS) package. As Country Coordinator for ASEAN-India Dialogue Relations (August 2021 to August 2024), we secured the upgrade of relations to a CSP in 2022. The CSP is the highest level of partnership between ASEAN and a Dialogue Partner. It reflects the breadth and depth of ASEAN's cooperation in India across all sectors, and signals India's continued commitment to our region. Other milestones during our Coordinatorship were the convening of the Special ASEAN-India Foreign Ministers' Meeting in June 2022 and the first ASEAN-India Defence Ministers' Informal Meeting in November 2022. Singapore also co-hosted the inaugural ASEAN-India Maritime Exercise in May 2023. We celebrated the 30th anniversary of ASEAN-India Dialogue Relations and the ASEAN-India Friendship Year in 2022 with a series of commemorative activities, including youth and cultural exchanges.</p>	<p>Sustainable Growth for a Resilient Development. Against the uncertain global economic outlook, Singapore will also work closely with Peru as the 2024 APEC Chair and other APEC economies to build a more resilient, sustainable, interconnected, and innovative region.</p>
		<p>We worked closely with Thailand and the US as the 2022 and 2023 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 a more inclusive, sustainable, and resilient future. We have played a constructive role by leading work on Phase Three of the Supply Chain Connectivity Framework Action Plan and facilitating a panel discussion (alongside Australia and Japan) on the World Trade Organization (WTO) Joint Statement Initiative on E-Commerce in August 2023.</p>	
<p>Advance Singapore's interests and address emerging global concerns through effective bilateral and international cooperation including constructive and principled positions at key international fora</p>		<p>We have maintained Singapore's active engagement with and positive agenda at the United Nations (UN) and key international organisations.</p> <p>We demonstrated strong support for the UN and multilateralism.</p> <p>Minister (Foreign Affairs) Dr Vivian Balakrishnan, Minister (PMO) and Second Minister (Foreign Affairs) (Education) Dr Mohamad Maliki Osman, and Minister (Health) Ong Ye Kung attended the 78th UN General Assembly (UNGA) High-Level Week (HLW) in person in September 2023. They had 35 bilateral meetings and attended 24 events on the sidelines of the HLW. They also met key UN personalities, including President of the 78th UNGA Dennis Francis. Minister (Foreign Affairs) delivered Singapore's national statement at the 78th UNGA General Debate.</p> <p>At the 78th UNGA HLW, 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 all countries against the backdrop of Russia's ongoing invasion of Ukraine. With the challenges to multilateralism and the lack of strategic trust between major powers, we urged countries to work together to build coherent and realistic multilateral solutions to the planetary challenges facing us and reaffirmed our commitment to a multilateral system that reflects our enlightened long-term interests as a global community.</p> <p>At the Preparatory Ministerial Meeting for the Summit of the Future (SOF), Minister (PMO) and Second Minister (Foreign Affairs) (Education) Dr Mohamad Maliki Osman highlighted the SOF, which will be held in September 2024, as a generational opportunity for the international community to reinvigorate and strengthen the multilateral system and the UN to ensure that they are relevant, resilient, and fit for purpose. Minister (PMO) and Second Minister (Foreign Affairs) (Education) reaffirmed Singapore's readiness to contribute towards the achievement of substantive outcomes.</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 in various areas from digitalisation, artificial intelligence (AI), and international law to sustainable development.</p> <p>Ahead of the Summit of the Future (SOF) in September 2024, Singapore will engage actively in preparatory discussions at the UN, with the goal of strengthening the multilateral system, which is in line with Singapore's interests. We will work with like-minded partners to forge constructive solutions to issues facing the global commons. We will also continue to enhance Singapore's profile as a convenor of small states, and champion for small state interests. To this end, we have engaged in a joint project with the International Peace Institute (IPI) and the S Rajaratnam School of International Studies (RSIS) on the role of small states in strengthening the United Nations (UN) and multilateral system. The main deliverable of the joint project is a policy paper which will be presented at a high-level policy forum. We will continue to participate actively in cybersecurity discussions at the UN, including by chairing the Open-Ended Working Group meetings on Developments in the Field of ICTs in the Context of International Security (OEWG). We will also continue to be an active participant in multilateral discussions on AI.</p> <p>For UNFCCC climate change negotiations, we will work to safeguard our interests at the 29th Conference of the Parties (COP-29) to the UN Framework Convention on Climate Change (UNFCCC) in November/December 2024, which will decide on 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> <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</p>

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		<p>We hosted the 11th Forum of Small States (FOSS) Fellowship Programme (FP) in Singapore for 11 Geneva and Vienna-based Permanent Representatives (PRs) to the United Nations of FOSS countries from 24 to 28 July 2023. This was the first time that we had invited Vienna-based PRs. In June 2023, we supported IMDA with the inaugural Digital FOSS Fellowship Programme, a platform for small states to support one another on their digital transformation journeys and exchange best practices. The Digital FOSS supports the implementation of the UN's Sustainable Development Goals and efforts to establish a Global Digital Compact.</p>	<p>international rule of law and a rules-based multilateral order.</p> <p>We will also continue to coordinate the work of the Inter-Ministry Committee (IMC) on Human Rights and the relevant ministries following Singapore's successful 3rd Universal Periodic Review (UPR) in May 2021. We will build on our engagements with UN development agencies, i.e., 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. We will also begin preparations for our 4th UPR, which is likely to take place in May 2026.</p>
		<p>We continue to play an active role in shaping international rules and norms, and safeguarding Singapore's interests.</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 also continue to play an active and constructive role at the International Atomic Energy Agency (IAEA), including as a member of the Board of Governors, consistent with Singapore's interests in nuclear safety, security, and safeguards. We will participate in the Second Preparatory Committee for the Eleventh Review Conference of the Treaty on the Non-Proliferation of Nuclear Weapons (NPT) in 2024.</p>
		<p>In March 2023, the Intergovernmental Conference on Marine Biodiversity of Areas Beyond National Jurisdiction (BBNJ IGC), presided over by Rena Lee, Singapore's then-Ambassador for Oceans and Law of the Seas Issues and Special Envoy of the Minister for Foreign Affairs, successfully concluded negotiations on a new international agreement under UNCLOS on the sustainable use of marine biodiversity of areas beyond national jurisdiction (BBNJ Agreement). The BBNJ is a historic achievement and a critical boost for global efforts to protect the marine environment. Lee's leadership in presiding over the negotiations helped to reaffirm Singapore's position on the global stage as a trusted interlocutor and a bridge-builder, and underlined our leading role in developing the law of the sea.</p>	<p>We will continue to support Singapore's election bids to international organisations, including our candidatures to the: (a) IMO Council for the term 2026 – 2027 at elections to be held in 2025; (b) ICAO Council for the term 2025 – 2028, at elections to be held in 2025; and (c) UNCITRAL for the term 2025 – 2031, at elections to be held in 2024.</p>
		<p>As Chair of the Open-Ended Working Group meetings on Developments in the Field of ICTs in the Context of International Security (OEWG) from 2021 to 2025, Singapore continues to play a leading role in fostering consensus on international norms and rules on cybersecurity.</p>	<p>We will continue to monitor emerging ocean trends and safeguard Singapore's interests at the UN primarily in relation to the Oceans and Law of the Sea (OLOS) Omnibus and the "Sustainable Fisheries" resolutions, as well as promote the ratification of the BBNJ. To continue profiling our contributions to international heritage and culture, we will build on our existing engagement of UN Educational, Scientific and Cultural Organization (UNESCO), to lay the ground for our upcoming Intangible Cultural Heritage (ICH) and World Heritage Site (WHS) nominations, including the potential nomination of the "Padang Civic Ensemble" in 2027. We will also continue our engagement of fellow Commonwealth states through our participation in the 2024 Commonwealth Heads of Government Meeting (CHOGM) in Samoa.</p>
		<p>We boosted Singapore's profile as a constructive player in global public health with Minister (Health) Ong Ye Kung's attendance at UNGA HLW, where he co-chaired a multi-stakeholder panel for the High-Level Meeting on Pandemic Prevention, Preparedness, and Response (PPPR), and participated in a high-level panel titled "Diagnostics Beyond 2030" organised by Foreign Policy and Roche.</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 World Health Organization (WHO). We will continue to engage small states at the UN through Forum of Small States (FOSS) and entrench our leadership role as FOSS Chair, including through organising impactful dialogues and the "FOSS for Good" technical assistance package. We will be organising the 12th FOSS Fellowship Programme (FP) in February 2024 and the 13th FOSS FP in 2H 2024 for PRs based in New York.</p>
		<p>We continued to profile our progress in sustainable development.</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>As co-chair of the Inter-Ministry Committee on the Sustainable Development Goals (IMC-SDGs), we worked with MSE, DOS and over 31 agencies and presented our results in achieving the SDGs at our second Voluntary National Review of the SDGs at the UN High-Level Political Forum on Sustainable Development in July 2023. Singapore continues to collaborate with other countries and key UN development agencies including the UN Development Programme (UNDP) and UN Human Settlements Programme (UN-Habitat) to provide technical assistance and capacity building to developing countries in the areas of leadership and governance, sustainable cities, climate action, and digitalisation solutions. To this end, Singapore has continued to support the UNDP Global Centre for Technology, Innovation and Sustainable Development, which is based in Singapore.</p>	<p>We will continue to strengthen our engagement and collaboration with the World Intellectual Property Organisation (WIPO), including through WIPO's committees, the Asia-Pacific Group, as well as through the WIPO Singapore Office. We will continue to support</p>
		<p>We continued to safeguard our interests in UN Framework Convention on Climate Change (UNFCCC) negotiations, including the 56th Session of the UNFCCC Subsidiary Bodies (SB-56) held in Bonn in May/June 2022, the 27th Conference of the Parties to the UNFCCC (COP-27) in Sharm-El Sheikh in November 2022, SB-58 held in Bonn in May/June 2023, and COP-28 in Dubai, the UAE, in</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>

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		November/December 2023. SM & CMNS Teo Chee Hean led the inter-agency delegation to COP-28.	Director-General Daren Tang's efforts to re-orientate WIPO to focus on innovation.
		We also participated constructively in Alliance of Small Island States (AOSIS) and G77 & China discussions, which are important developing country constituencies. Minister (PMO) and Second Minister (Foreign Affairs) (Education) Dr Mohamad Maliki Osman participated at the G77 & China Summit on "Current Development Challenges: The role of Science, Technology and Innovation" in Havana, Cuba, in September 2023, during which he shared Singapore's experiences in mobilising technology and encouraging innovation to develop sustainable development solutions. He also met counterparts from Mongolia and Uganda.	We will continue to play an active and constructive role at the World Trade Organization (WTO), and 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 address new and emerging issues such as trade and environment.
		We worked closely with fellow SIDS to develop comprehensive indicators that go beyond GDP/GNI per capita as the primary indicator for the allocation of concessional financing by international financial institutions. Dean of MFA Diplomatic Academy Tan Yee Woan was part of the 12-member High-Level Panel of Experts on the Multidimensional Vulnerability Index (HLPMVI) – established by then-President of the 76 th UNGA Abdulla Shahid in February 2022 – which produced an MVI based on 26 metrics to measure, <i>inter alia</i> , exposure to fluctuations in international trade and financial flows; natural hazards; extreme weather events; global health shocks, as well as the lack of economies of scale; resilience of agricultural systems; and gender equity. The HLPMVI's final report was submitted in September 2023.	Together with co-convenors Australia and Japan, Singapore will work to keep up the momentum of negotiations on the remaining issues of the Joint Statement Initiative on E-Commerce. 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.
		We participated as a member of the Board of Governors in the International Atomic Energy Agency (IAEA) and in international nuclear safety and security-related meetings and played an active and constructive role.	Singapore will continue our active contribution to the G20 under the Brazilian 2024 G20 Presidency's theme of "Building a Just World and a Sustainable Planet". Singapore will continue to promote dialogue between the G20 and the wider UN membership as Convener of the Global Governance Group (3G), which comprises 30 small- and medium-sized countries.
		We secured Singapore's election to the following: (a) Commission on Narcotic Drugs (CND) for the term 2024 – 2027, at elections held in April 2023; (b) World Meteorological Organization (WMO) Executive Council (EC) (Region V) for the term 2023 – 2027, at elections held in June 2023; (c) Intergovernmental Panel on Climate Change (IPCC) Bureau Co-Chair of Working Group (WG) II on Impacts, Adaptation and Vulnerability at elections held in July 2023; (d) International Organization for Standardization (ISO) Council (Group 3), for the term 2024 – 2026, at elections held in September 2023; (e) the International Maritime Organization (IMO) Council for the term 2024 – 2025, at elections held in December 2023; and (f) the Governing Council of the International Institute for the Unification of Private Law (UNIDROIT) for the term 2024 – 2028, at elections held in December 2023.	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 (AC) in a Whole-of-Government (WOG) effort and seek support from AC Member States for our observership renewal.
		We continued to be actively engaged in international fora such as the International Civil Aviation Organization (ICAO) and IMO as well as in groups such as the G77 & China, Non-Aligned Movement (NAM), and AOSIS. Permanent Representative (PR) to the UN in New York Burhan Gafoor led Singapore's delegation to the NAM Coordinating Bureau (CoB) Ministerial Meeting in July 2023 in Baku, Azerbaijan. We maintained our engagement of fellow Commonwealth States and the Commonwealth process. Minister (PMO) and Second Minister (Foreign Affairs) (Education) Dr Mohamad Maliki Osman attended the 23 rd Commonwealth Foreign Affairs Ministers' Meeting on the sidelines of the 78 th UNGA in September 2023, where he expressed broad support for Samoa's priorities as it prepared to host CHOGM in 2024.	We will continue to participate in the Indian Ocean Rim Association (IORA) to protect our interests as a maritime and trading nation.
		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.	We will continue to reinforce Singapore's international positioning as a credible and consistent partner, and responsible global citizen through public messaging which explains that Singapore's foreign policy is guided by principles that advance our national interests. Our messages will emphasise our support for the multilateral system based on international law, which preserves our right to act independently, and we are reliable partners to those who operate on similar principles.

Desired Outcome	Performance Indicator	Actual FY2022/ Revised FY2023	Estimated FY2024
		<p>As convener of the 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 with digital public infrastructure, supply chain connectivity, public health management, and climate change to the G20 Presidency. In this connection, Minister (Foreign Affairs) Dr Vivian Balakrishnan hosted the 3rd 3G Dialogue in Singapore in May 2023 and the 15th 3G Ministerial Meeting on the sidelines of the 78th UNGA in New York in September 2023, with the latter meeting exploring how the 3G and G20 could work together to address challenges facing the international community. As convener of the FOSS and in light of COVID-19, we 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>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 (WHS). These include our ongoing multinational bid (submitted in March 2023) to inscribe the <i>kebaya</i> on the ICH Representative List together with Brunei, Indonesia, and Malaysia. We also participated in the 42nd UNESCO General Conference in November 2023, where we profiled our contributions to UNESCO, particularly in the fields of culture and bioethics.</p>	
		<p>Then-SM Tharman Shanmugaratnam sat on the UN Secretary General's High Level Advisory Board on Effective Multilateralism (HLAB), which submitted its report entitled "A Breakthrough for People and Planet: Effective and Inclusive Global Governance for Today and the Future" in April 2023. The HLAB's recommendations will be discussed by UN Member States as part of the preparations for the SOF to be held in September 2024. Then-SM's participation in the HLAB demonstrated Singapore's concrete support for efforts to reform multilateralism to ensure that global governance is effective and inclusive.</p>	
		<p>We continued to play an active and constructive role at the World Intellectual Property Organisation (WIPO). Besides participating actively in the 64th General Assemblies, we continued to shape discussions at WIPO and the Asia-Pacific Group. We also extended steady support to Director General Daren Tang, the first Singaporean to head a major UN body. We stepped up collaboration with the WIPO Singapore Office (WSO) to consolidate its role as the regional IP hub.</p>	
		<p>At the WTO, we played 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 (MC12) 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.</p>	

Desired Outcome	Performance Indicator	Actual FY2022/ Revised FY2023	Estimated FY2024
		<p>As lead co-convenor of the WTO Joint Statement Initiative on E-commerce, Singapore, together with Australia and Japan, continued to work with 90 other WTO Members to bring negotiations to a substantial conclusion by end-2023.</p>	
		<p>As an invited guest country of Indonesia and India during their respective 2022 and 2023 G20 Presidencies, we participated actively in the G20 process including the numerous sectoral Ministerial meetings and the Summits.</p>	
		<p>Singapore participated in various Arctic Council (AC) and Arctic-related meetings, including the Arctic Frontiers Conference in January 2023, Arctic Science Ministerial Meeting in May 2023, and Arctic Circle Assembly in October 2023. Singapore also participated in Arctic related events hosted by Arctic States such as the Arctic Encounter Symposium in March 2023 in Alaska (US). MFA also coordinated the representation of agencies such as MPA, NParks and NEA at relevant AC Working Group meetings.</p>	
		<p>Singapore continued to play a constructive role in the IORA. We conducted a customised in-person capacity-building course on Sustainable Tourism for IORA officials in October/November 2022. Singapore also participated in the biannual IORA Committee of Senior Officials (CSO) and annual IORA COM Meetings.</p>	
<p>Develop goodwill towards Singapore by sharing our developmental experience with partners through our technical assistance programme</p>		<p>Over 150,000 foreign officials from more than 180 countries, territories and intergovernmental organisations have participated in the Singapore Cooperation Programme (SCP) since 1992.</p>	
		<p>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 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. We are running 13 SAP programmes in FY2023. The SAP also consists of consultancy and advisory projects in Southeast Asia. We currently have two consultancy projects with Indonesia scheduled to conclude in FY2024.</p>	<p>The suite of capacity building programmes under the Singapore Cooperation Programme (SCP) will continue to evolve to advance Singapore's international diplomacy and profile our contributions to the development needs of fellow developing countries.</p>
		<p>We continue to offer courses to SIDS and AOSIS under the Singapore Partnership for the SAMOA Pathway (SPa).</p>	
		<p>To commemorate FOSS' 30th Anniversary in 2022, a two-year "FOSS for Good" technical assistance package was launched (2022 – 2023). We are conducting three programmes on digital transformation, leadership and public governance, and smart nations in FY2023.</p>	
		<p>The SCP continued to prioritise human capital development for our ASEAN neighbours, on our own and with like-minded partners such as the US, UK, Morocco, Thailand, Chile, and Google. 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 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. In FY2022, we offered a Singapore-Laos Enhanced Cooperation Package (SLECP) which</p>	<p>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 our existing and new Third Country Training Programme (TCTP) partners to provide targeted capacity building for ASEAN, Africa, the Pacific Islands, and Caribbean Community (CARICOM) and meet requests for customised training where we have the relevant expertise. We intend to renew our TCTP MOUs with Argentina, Mexico, and Israel. We also plan to sign a MOU with Chile to formalise our long-standing Joint Training Programme to a TCTP.</p> <p>We will increase the profile and raise awareness of the SCP through suitable media platforms to support our larger foreign policy objectives.</p>

Desired Outcome	Performance Indicator	Actual FY2022/ Revised FY2023	Estimated FY2024
		<p>consisted of nine capacity-building courses in support of Laos' 2024 ASEAN Chairmanship.</p>	
		<p>The SCP continued to strengthen our partnerships with like-minded countries to provide development assistance to the global South. In FY2022, as part of the Singapore-US Third Country Training Programme (TCTP) workplan, we organised two new programmes on "Smart Cities Professional Exchanges" and "Smart Cities Green Building Programme" (GBP). We organised a second edition of the GBP in 2023. In addition, we will be running a pilot programme on Health Security to expand the scope of the Singapore-US TCTP to include participants from PIF members in March 2024. We renewed the Singapore-UK TCTP MOU in September 2022 and are organising joint programmes in FY2023. Following the signing of a Letter of Intent with Morocco in 2022, we have organised two joint programmes: one for African officials in Morocco in 2022, and one for officials from AMS in 2023. We resumed collaboration with Chile post-pandemic with a joint course held in Singapore for AMS and Timor-Leste in 2023.</p>	
		<p>To strengthen our engagement with Brazil, we signed a new MOU on Singapore-Brazil Cooperation Programme to Third Countries in April 2023. We also signed an MOU with Kazakhstan on Capacity Building Programme for Government Officials of the Central Asian countries in May 2023, which will strengthen our outreach to the region. Discussions are underway to renew our TCTP agreements with Argentina and Mexico and institutionalise our partnership with Chile. We also extended our Enhanced Technical Assistance Programme (ETAP) for the Strengthening of the ASEAN Secretariat for another three-year term (FY2022 – 2024).</p>	
		<p>In FY2023, we continued to collaborate with international organisations on joint programmes, including the WTO, World Health Organization (WHO), UN-Habitat, and the UN Office for Disaster Risk Reduction (UNDRR), and supported the training programmes conducted by International Monetary Fund (IMF)-Singapore Regional Training Institute (STI), to help address areas of needs of developing countries.</p>	
		<p>The SCP ran customised courses in response to requests for development assistance from the ASEAN Secretariat, Cambodia, China, Fiji, Indonesia, Laos, Oman, Palestinian Authority, Philippines, 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 ETAP 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 runs from 2022 to 2025. It offers customised courses, priority placement in relevant SCP courses, as well as postgraduate scholarship in Singapore universities. In 2023, we organised customised courses for Mauritius, Seychelles, and South Africa at their request, and will be running a training programme on Trade Negotiations for Africa in January 2024.</p>	
		<p>As part of Singapore's commitment to support Timor-Leste's preparation for its membership in ASEAN, Singapore launched a special technical assistance package for Timor-Leste – the STARS package in December 2022. The STARS package covers two main priority areas – ASEAN knowledge and skills training, as well as education capacity building.</p>	

Desired Outcome	Performance Indicator	Actual FY2022/ Revised FY2023	Estimated FY2024
Prompt and effective consular services for Singaporeans	Timely and effective consular services for Singaporeans – less than 5% negative feedback on consular cases	<p>With Singapore's accession as a PIF Dialogue Partner, Minister (Foreign Affairs) Dr Vivian Balakrishnan announced the launch of a customised technical assistance package named the "Singapore-Pacific Resilience and Knowledge Sharing" (SPARKS) package in November 2023. The SPARKS package, which will run from 2024 to 2026, will focus on supporting capacity building efforts of the Pacific in the priority areas of climate resilience, cybersecurity, and international law.</p> <p>The SCP continued to build bridges with new generations of foreign political and public service leaders through leadership and cultivation programmes in 2023.</p> <p>MFA continues to render assistance to Singaporeans overseas with the resumption of overseas travel. In FY2022, MFA handled 7,452 consular cases, and approximately 300,000 consular enquiries.</p> <p>Overseas Singaporeans enjoy 24-hour access to consular assistance by MFA.</p> <p>While most countries in the world eased their COVID-19 health restrictions over the past FY, some retained strict health protocols and responses to COVID-19 outbreaks which posed challenges to some of our overseas Singaporeans. One significant episode was the lockdown in Shanghai due to the spread of COVID-19 from March to May 2022. Given the strictly enforced lockdown, our Consulate-General (CG) in Shanghai reached out to our Overseas Singaporean (OS) community and <i>inter alia</i>, issued several notices to the OS community to address their queries and concerns. Subsequently, our CG worked with the Singapore Global Network (SGN) to hold a virtual Townhall to engage the OS community and assuage their concerns. More than 900 Singaporeans participated in the virtual event. In addition, our CG partnered SGN and the Singapore Chamber of Commerce and Industry in Shanghai (SingCham Shanghai) to distribute necessities to Singaporeans who faced difficulties procuring these items during the lockdown. These included drinking water, rice, canned food, baby milk powder, diapers, and other essential supplies. Our CG also worked closely with other community groups like Singaporeans Together, United in Kindness (STUCK) and The Expatriate Centre (TEC) to identify cases which genuinely required our assistance. Amidst the extensive supply chain disruptions, our CG tapped on our network of Singaporean and local business contacts to secure food and essential supplies and arrange timely delivery to OS in Shanghai. Our CG initiated partnerships with a neighbouring consulate to procure supplies to meet the minimum order for group buys. In the early stages of the lockdown, our Consulate also traded items with another consulate in exchange for supplies that we were short of. Our MFA officers and their dependents helped with the disinfection, packing, and distribution of supplies to our fellow OS. Our efforts were appreciated, with one Singaporean noting that we were the only Consulate who managed to send supplies to a quarantine facility two-hours' drive from the Central Business District.</p> <p>As we move on from the COVID-19 pandemic in FY2022, we have seen a return of many pre-COVID-19 travel-related consular cases including Singaporeans who lost their lives in accidents overseas. MFA also assisted with several complex medical emergencies that included medical evacuation to Singapore.</p> <p>FY2022 is also the first full financial year that MFA has trialled the Consular Response Centre (CRC), comprising our 24/7 consular first responder team which augments MFA's ability to render assistance to Singaporeans in distress overseas. During the FY, MFA's duty office responded to 9,212 calls and 5,297 e-mails.</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. As part of the WOG approach, MFA will continue to work with agencies on initiatives to transform and digitalise the delivery of consular services to the public. We will also explore Consular outreach via roadshows, travel fairs, and working more closely with STB (in reaching out to travel agents) to promote good travel practices in Singaporeans and cultivate awareness and self-reliance among Singaporean travellers.

Desired Outcome	Performance Indicator	Actual FY2022/ Revised FY2023	Estimated FY2024
Build domestic support for Singapore's foreign policy	Promote a better understanding of the fundamentals of Singapore's foreign policy among Singaporeans	To maintain our ability to render consular assistance in countries/regions where we do not have a resident Mission, MFA appointed a new Honorary Consul-General in Lima (Peru) and Honorary Consuls in Bogotá (Colombia), Vienna (Austria), and Budapest (Hungary) in FY2022. MFA has leveraged mainstream media channels and social media channels to explain and amplify Singapore's foreign policy positions on key geopolitical issues, such as the Russia-Ukraine conflict, US-China competition, and the Israel-Hamas war. MFA has also embarked on public engagement efforts by speaking to pre-tertiary, tertiary, and young adults about key foreign policy topics of the day. A key area of emphasis in these engagements is that Singapore's foreign policy decisions are guided by our national interests and principles.	We will continue to engage our domestic audience to explain the fundamental tenets of Singapore's foreign policy, in particular our principles-based approach and steadfast support for a rules-based multilateral system. Our messages to the domestic public will emphasise that we have agency to act and take hard positions in pursuit of our own national interests. MFA will continue to conduct media and public outreach on Singapore's foreign policy, emphasising the fundamentals that underpin our decisions, in particular our principles-based approach and steadfast support for a rules-based multilateral system. Our messages to the domestic public will emphasise that we have agency to act and take hard positions in pursuit of our own national interests. Crucially, MFA will also work with partner agencies to ensure that key messages reach various target groups, such as students and general members of the public.