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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

FY2025 EXPENDITURE ESTIMATES

Expenditure Estimates by Object Class

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2024	
		FY2023	FY2024	FY2024	FY2025	\$	%
		\$	\$	\$	\$	\$	%
	TOTAL EXPENDITURE	497,170,755	550,836,600	534,771,200	597,773,800	63,002,600	11.8
	MAIN ESTIMATES						
	OPERATING EXPENDITURE	488,084,529	525,336,600	520,271,200	561,173,800	40,902,600	7.9
	<i>RUNNING COSTS</i>	<i>391,861,038</i>	<i>435,741,500</i>	<i>432,064,000</i>	<i>464,947,000</i>	<i>32,883,000</i>	<i>7.6</i>
	Expenditure on Manpower	212,814,416	243,664,500	237,254,600	261,069,100	23,814,500	10.0
1200	Political Appointments	2,076,692	2,052,000	2,009,600	2,009,600	–	–
1500	Permanent Staff	190,418,283	219,479,400	213,303,900	231,685,800	18,381,900	8.6
1600	Temporary, Daily-Rated and Other Staff	20,319,441	22,133,100	21,941,100	27,373,700	5,432,600	24.8
	Other Operating Expenditure	179,046,622	192,077,000	194,809,400	203,877,900	9,068,500	4.7
2100	Consumption of Products and Services	141,967,518	151,209,600	148,906,700	158,044,600	9,137,900	6.1
2300	Manpower Development	8,686,693	10,911,200	10,238,100	11,039,200	801,100	7.8
2400	International and Public Relations, Public Communications	24,380,087	25,129,800	27,630,700	26,128,600	(1,502,100)	(5.4)
2700	Asset Acquisition	1,753,231	1,445,100	4,027,100	5,528,300	1,501,200	37.3
2800	Miscellaneous	2,259,094	3,381,300	4,006,800	3,137,200	(869,600)	(21.7)

Code	Object Class	Actual FY2023	Estimated FY2024	Revised FY2024	Estimated FY2025	Change Over Revised FY2024	
		\$	\$	\$	\$	\$	%
	<i>TRANSFERS</i>	96,223,491	89,595,100	88,207,200	96,226,800	8,019,600	9.1
3600	Transfers to Institutions and Organisations	9,838,394	9,120,000	8,832,200	9,630,900	798,700	9.0
3800	International Organisations and Overseas Development Assistance	86,385,097	80,475,100	79,375,000	86,595,900	7,220,900	9.1
	OTHER CONSOLIDATED FUND OUTLAYS	4,995,295	11,400,000	11,400,000	15,000,000	3,600,000	31.6
4600	Loans and Advances (Disbursement)	4,995,295	11,400,000	11,400,000	15,000,000	3,600,000	31.6
	DEVELOPMENT ESTIMATES						
	DEVELOPMENT EXPENDITURE	9,086,227	25,500,000	14,500,000	36,600,000	22,100,000	152.4
5100	Government Development	9,086,227	25,500,000	14,500,000	36,600,000	22,100,000	152.4

Establishment List

Category/Personnel	Actual FY2023	Estimated FY2024	Revised FY2024	Estimated FY2025
POLITICAL APPOINTMENTS	3	3	3	3
Minister	2	2	2	2
Senior Minister of State	1	1	1	1
PERMANENT STAFF	1,003	1,115	1,138	1,163
Accounting Profession (2008)	3	3	3	3
Administrative	5	5	5	5
Foreign Service (2002)	614	675	698	725
Foreign Service Administration Specialist Scheme	352	399	401	404
Home Affairs Services (ICA) 2017	–	–	16	11
Home Affairs Services - ICA Senior Scheme	9	9	–	–
Home Affairs Services - ICA Specialist Scheme	8	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	7	10	10	10
TEMPORARY, DAILY-RATED & OTHER STAFF	501	545	550	554
Locally Recruited Staff	501	545	550	554
OTHERS	20	21	21	21
Government Technology Agency (Sites)	20	21	21	21
TOTAL	1,527	1,684	1,712	1,741

FY2024 BUDGET

The revised FY2024 total expenditure of the Ministry of Foreign Affairs (MFA) is \$534.77 million. This is an increase of \$37.60 million or 7.6% compared to the actual FY2023 expenditure of \$497.17 million.

Operating Expenditure

The revised FY2024 operating expenditure is \$520.27 million, an increase of \$32.19 million or 6.6% compared to the actual FY2023 expenditure of \$488.08 million. The increase in operating expenditure is mainly due to higher expenditure on manpower and increase in costs of overseas travels and visits.

Development Expenditure

The revised FY2024 development expenditure is \$14.50 million, an increase of \$5.41 million or 59.6% compared to the actual FY2023 expenditure of \$9.09 million. The increase in FY2024 is mainly due to a higher number of projects carried out during the year.

Other Consolidated Fund Outlays

The revised FY2024 advances is \$11.40 million. It is mainly to meet ad-hoc cashflows required for the overseas operations of the Ministry.

FY2025 BUDGET

The FY2025 total expenditure of MFA is projected to be \$597.77 million, an increase of \$63.00 million or 11.8% over the revised FY2024 expenditure of \$534.77 million. Of this, \$561.17 million or 93.9% is for operating expenditure and \$36.60 million or 6.1% is for development expenditure.

Operating Expenditure

Operating expenditure for FY2025 is projected to be \$561.17 million, an increase of \$40.90 million or 7.9% over the revised FY2024 expenditure of \$520.27 million. Of this, \$464.95 million or 82.9% is for running costs and \$96.23 million or 17.1% is for transfers. The increase in operating expenditure is mainly due to higher expenditure on manpower, increase in IT-related expenditure, and an increase in assessed contributions to international organisations.

Development Expenditure

Development expenditure for FY2025 is projected to be \$36.60 million, an increase of \$22.10 million or 152.4% over the revised FY2024 expenditure of \$14.50 million. The increase in expenditure is mainly due to new development projects planned for the year.

Other Consolidated Fund Outlays

Advances for FY2025 is projected to be \$15.00 million. It is mainly to meet ad-hoc cashflows required for the overseas operations of the Ministry.

Total Expenditure by Programme

Code	Programme	Running	Transfers	Operating	Development	Total
		Costs		Expenditure	Expenditure	Expenditure
		\$	\$	\$	\$	\$
N-A	Foreign Affairs Programme	464,947,000	96,226,800	561,173,800	36,600,000	597,773,800
	Total	464,947,000	96,226,800	561,173,800	36,600,000	597,773,800

Development Expenditure by Project

Project Title	Total Project Cost	Actual	Actual FY2023	Estimated FY2024	Revised FY2024	Estimated FY2025
		Expenditure Up to end of FY2022				
	\$	\$	\$	\$	\$	\$
DEVELOPMENT EXPENDITURE	9,086,227	25,500,000	14,500,000	36,600,000
<i>GOVERNMENT DEVELOPMENT</i>	9,086,227	25,500,000	14,500,000	36,600,000
FOREIGN AFFAIRS PROGRAMME						
ICT Projects	2,115,465	3,400,000	2,080,000	1,300,000
Overseas Properties Projects	44,038	13,700,000	4,000,000	24,300,000
Minor Development Projects	6,804,856	8,400,000	8,420,000	11,000,000
Completed Projects	121,867	–	–	–

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 FY2023/ Revised FY2024	Estimated FY2025
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>Our leaders have actively participated in in-person bilateral and multilateral engagements. MFA supported approximately 160 high-level visits abroad by Singapore political office holders (POHs), including nine State Visits by then-President Halimah Yacob and President Tharman Shanmugaratnam, and 24 visits by then-Prime Minister (PM) Lee Hsien Loong and PM and Minister (Finance) Lawrence Wong in FY2023–2024 as of Dec2024. These visits enhanced bilateral cooperation and reinforced Singapore's presence and contributions at multilateral fora. We also continued hosting incoming visits by foreign leaders and officials to Singapore.</p> <p>President Tharman Shanmugaratnam made his first State Visit to Brunei in January 2024, followed by Official Visits to Italy and Estonia in June 2024, and Working Visits to France for the Paris Summer Olympic and Paralympic Games in July and August 2024. President made his second State Visit to the Philippines in August 2024. Then-PM Lee Hsien Loong travelled to China, South Africa, Kenya, Vietnam, India (2023 G20 Summit), Indonesia (2023 ASEAN Chairmanship), Japan, Saudi Arabia, United Arab Emirates (UAE), US (2023 Asia-Pacific Economic Cooperation (APEC) Economic Leaders' Meeting (AELM)), Malaysia, Brunei, and Indonesia (Singapore-Indonesia Leaders' Retreat (LR)), his last overseas visit as PM. PM and Minister (Finance) Lawrence Wong kicked off his overseas visits with a series of introductory visits to ASEAN capitals. He made his first introductory visit to Brunei, followed by Malaysia, Laos, Indonesia and Thailand. PM and Minister (Finance) also attended his first ASEAN Summit as PM in Laos in October 2024. In November, he attended his first AELM and G20 Summit as PM, in Lima and Peru respectively. PM and Minister (Finance) also visited Malaysia for the Singapore-Malaysia LR in January 2025.</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 2024 G20 Foreign Ministers' Meeting, 57th ASEAN Foreign Ministers' Meeting and other ASEAN-related meetings, the 79th United Nations General Assembly (UNGA), and the Global Governance Group (3G) Ministerial Meetings, 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 (Education) (Foreign Affairs) Dr Mohamad Maliki Osman attended in 2024 the 19th Summit of the Non-Aligned Movement (NAM) and 3rd South Summit in Uganda, the 4th International Conference on Small Island Developing States (SIDS4) in Antigua and Barbuda, the G20 Development Ministerial Meeting in</p>	<p>We will continue to maintain high level interaction with PM Anwar and his Cabinet Ministers, while continuing discussions to manage outstanding bilateral issues. We will emphasise positive agenda by identifying cooperation in new growth areas such as inrenewable energy, the digital economy, and the green economy. We will also enhance economic cross-border connectivity through the Johor-Singapore Special Economic Zone (JS-SEZ) and the RTS Link. The RTS Link Project is also on track to be completed in end-2026, which would deepen our economic complementarities and lend a natural boost to the JS-SEZ. To strengthen land connectivity, we are also working towards the redevelopment of the Woodlands Checkpoint to ease congestion on the Causeway. We will continue to strengthen ties with key personalities at both the Federal and state levels as well as with the Malaysian Royals. As close neighbours and founding members of ASEAN, Singapore will support Malaysia's Chairmanship of ASEAN in 2025 under the theme of "Inclusivity and Sustainability" and continue to strengthen our high-level engagement with Malaysia.</p> <p>The Singapore-Indonesia bilateral relationship is underpinned by strong economic and people-to-people ties. We have built friendships with Indonesian leaders, including with President Prabowo Subianto, through regular high-level exchanges. The entry into force of the Expanded Framework Agreements was a historic milestone. We will continue to pursue mutually beneficial areas of cooperation with the new Administration. Priority areas include renewable energy and human capital development, defence and the digital economy. We will continue to work closely with Indonesia to build a strong and resilient ASEAN.</p> <p>To sustain our special relationship with Brunei, we will continue to closely engage Brunei and build on the steady momentum of high-level exchanges. This includes the 11th Young Leaders' Programme co-chaired by PM and Minister (Finance) Lawrence Wong and Crown Prince Al-Muhtadee Billah that Brunei will host in 2025. To maintain our relevance as a useful reference point for Brunei's development, we will continue to keep up cooperation in areas such as civil service exchanges, aquaculture and agriculture, education, sustainability, and food security.</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</p>

Desired Outcome	Performance Indicator	Actual FY2023/ Revised FY2024	Estimated FY2025
	<p>Brazil, the 53rd Pacific Islands Forum Leaders' Meeting in Tonga, and the 79th UNGA.</p> <p>We have had numerous high-level face-to-face engagements with our immediate neighbours and other Southeast Asian countries in FY2023 and FY2024.</p> <p>Singapore and Malaysia have kept up high-level engagements between our leaders and their Malaysian counterparts. Then-President Halimah Yacob attended the 52nd University of Malaya-National University of Singapore Inter-University Tunku Chancellor Golf Tournament held in Malaysia in June 2023. PM and Minister (Finance) Lawrence Wong made his introductory visit to Malaysia in June 2024, and visited again in January 2025 for the 11th Singapore-Malaysia LR. PM and Minister (Finance) also met Malaysian PM Anwar Ibrahim on the sidelines of the 44th and 45th ASEAN Summit in Vientiane in October 2024. Senior Minister (SM) Lee Hsien Loong visited Malaysia in January 2024, in his capacity then as PM, to witness the completion of the marine viaduct drop-in span for the Johor Bahru-Singapore Rapid Transit System (RTS) Link Project and the signing of the Johor-Singapore Special Economic Zone (JS-SEZ) Memorandum of Understanding (MOU), and in July 2024, for the Agong and Sultan of Johor Ibrahim Iskandar's installation.</p> <p>Minister (Foreign Affairs) Dr Vivian Balakrishnan visited Johor Bahru in June 2024 to officiate the Causeway Centennial together with the Regent of Johor (ROJ) Ismail Ibrahim and Johor Menteri Besar Onn Hafiz Ghazi. Minister (Foreign Affairs) also met Malaysian Minister of Foreign Affairs Mohamad Hasan in October 2024 on the sidelines of the 44th and 45th ASEAN Summit in Vientiane. Minister (PMO) and Second Minister (Education) (Foreign Affairs) Dr Mohamad Maliki Osman made an Official Visit to Kelantan and Terengganu in April 2023.</p> <p>Minister (National Development) Desmond Lee co-chaired the 17th Joint Ministerial Committee for Iskandar Malaysia meeting in November 2024, and we continued our annual tradition of our leaders attending the Johor Royal Family's Hari Raya Open House in April 2024. Singapore was represented by Minister (Health) Ong Ye Kung and Minister (Transport) and Second Minister (Finance) Chee Hong Tat for the ROJ's Hari Raya Open House.</p> <p>There have also been several high-level incoming visits from Malaysia. The Agong and Sultan of Johor made a State Visit to Singapore in May 2024. In addition to the 10th Singapore-Malaysia Leaders' Retreat on 30 October 2023, PM Anwar visited Singapore and met then-PM Lee Hsien Loong in September 2023 when the former attended the Milken Institute Asia Summit. The Sultan of Perak Dr Nazrin Muizzuddin Shah visited Singapore in October 2024 for the 53rd Universiti of Malaya-National University of Singapore Inter-University Tunku Chancellor Golf Tournament. The ROJ visited Singapore for the F1 in September 2024 and made an Official Visit to Singapore in July 2023 in his capacity then as the Tunku Mahkota Johor. The Regent of Perlis Tuanku Syed Faizuddin Putra visited Singapore in July 2024 in his capacity as Head of the Perlis Islamic Religious Council and Malay Customs, while the then-Regent of Pahang Tengku Hassan Ibrahim Alam Shah visited Singapore multiple times in 2023 and 2024.</p> <p>Through these interactions, our leaders discussed important bilateral issues while building a positive momentum in new growth areas, including connectivity, the digital economy, and the green economy. Good progress has been made on the JS-SEZ with the signing of the JS-SEZ Agreement during the 11th Singapore-Malaysia LR.</p>	<p>development, food security, cybersecurity, and smart cities. The 60th anniversaries of Singapore-Thailand and Singapore-Cambodia diplomatic relations in 2025 will be opportunities to strengthen our high-level engagements with Thailand and Cambodia. Singapore and Philippines will step up high-level visits, following the 55th anniversary of Singapore-Philippines diplomatic relations in 2024. With Vietnam, we will continue to maintain the momentum of bilateral cooperation following the 50th anniversary of diplomatic relations and 10th anniversary of our Strategic Partnership in 2023, as well as work towards the upgrade of relations to a Comprehensive Strategic Partnership. 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>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, AI governance, and clean energy. We will identify opportunities for high-level engagement with the Trump Administration with a view to maintaining the momentum of high-level exchanges with the US. We will also continue to advocate for the US' continued engagement of the region, and how it can be more involved in existing regional arrangements.</p> <p>We will continue to strengthen bilateral cooperation with Canada, in new and emerging areas of mutual interest, including on AI governance, clean energy, climate change and sustainability, the digital economy and cybersecurity, Science, Technology and Innovation, and reinforcing multilateralism. We will maintain the momentum of bilateral engagements, both at the POH- and senior officials-levels.</p> <p>We will continue our active engagement of the PRC through high-level visits and institutionalised bilateral mechanisms like the Joint Council for Bilateral Cooperation, the Singapore-China Forum on Leadership, the Singapore-China Social Governance Forum, 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, the Sino-Singapore Tianjin Eco-City, and the China-Singapore (Chongqing) Demonstration Initiative on Connectivity (which marks its 10th anniversary in 2025) – as well as the China-Singapore Guangzhou Knowledge City state-level bilateral cooperation project (which marks its 15th anniversary in 2025). 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 trade and investments, 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</p>	

Desired Outcome	Performance Indicator	Actual FY2023/ Revised FY2024	Estimated FY2025
		<p>As with previous years, we maintained a steady tempo of high-level engagements with Indonesian leaders to further broaden our strong bilateral ties, reflecting the desire to strengthen cooperation and build lasting friendships between our leaders. Following Minister (Foreign Affairs) Dr Vivian Balakrishnan's working visit to Indonesia in April 2024, we were hosted to the seventh Singapore-Indonesia LR in Bogor, Indonesia, on 29 April 2024. This was the last retreat helmed by then-PM Lee Hsien Loong and then-President Joko Widodo. Both leaders took stock of the significant progress made on bilateral cooperation, and were joined by their respective successors, PM and Minister (Finance) Lawrence Wong and President Prabowo Subianto. Furthering our existing cooperation in renewable energy and sustainability, SM and Coordinating Minister for National Security (CMNS) Teo Chee Hean attended the 2nd Indonesia Sustainability Forum in September 2024, where he delivered the keynote speech. Apart from the LR, PM and Minister (Finance) also visited Indonesia on two other occasions. He attended the inauguration of President Prabowo and made his introductory visit to Indonesia in October and November 2024 separately.</p>	<p>exchanges. We are exploring new mutually beneficial projects and will continue to keep up the momentum of high-level exchanges, including by leveraging the 35th anniversary of diplomatic relations in 2025.</p>
		<p>We have also hosted several high-level incoming visits from Indonesia. Then-President Jokowi visited Singapore to attend Ecosperity Week 2023. Then-Coordinating Minister for Maritime Affairs and Investments Luhut Pandjaitan and then-Defence Minister Prabowo Subianto were conferred the Distinguished Service Order and the Distinguished Service Order (Military) respectively in June and November 2023, for their significant contributions to Singapore-Indonesia relations. Then-Defence Minister Prabowo visited Singapore in June 2024 to deliver a special address at the 21st IISS Shangri-La Dialogue (SLD), in his capacity as President-elect and Minister of Defence. Coordinating Minister for Economic Affairs Airlangga Hartarto visited Singapore in June 2024 for the Indo-Pacific Economic Framework for Prosperity (IPEF) Ministerial Meeting and inaugural IPEF Clean Economy Investor Forum, and to co-chair the Singapore-Indonesia Six Bilateral Economic Working Groups Ministerial Meeting (6WG MM) with Deputy Prime Minister (DPM) and Minister (Trade & Industry) Gan Kim Yong. We continued to host visits from other key Indonesian personalities, including visits by then-Vice President Ma'ruf Amin, Chairman of the National Economic Council (DEN) Luhut Pandjaitan and many other Ministers and provincial Governors in FY2023 and FY2024.</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>The entry into force of the Expanded Framework Agreements allows for new areas for cooperation, including financial cooperation, sustainability, renewable energy, food security, and human capital development.</p>	<p>We will continue to deepen relations with key regional partners like Japan and the Republic of Korea (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 are working towards the upgrade of relations with the ROK to a Strategic Partnership (SP) in 2025, in conjunction with the 50th anniversary of the establishment of diplomatic ties. As country coordinator for ASEAN-Japan Dialogue Relations (2024-2027), Singapore will work closely with Japan and other ASEAN Member States (AMS) to strengthen Japan's engagement of the region. We will work together to upgrade the ASEAN-Japan Comprehensive Economic Partnership (AJCEP). We will continue to encourage Japan to work with ASEAN on the tangible implementation of the ASEAN Outlook on the Indo-Pacific (AOIP), to secure our vision of an open and inclusive regional architecture.</p>
		<p>We continue to keep up the momentum of high-level visits and exchanges between Singapore and Brunei. President Tharman Shanmugaratnam made a State Visit to Brunei in January 2024, while PM and Minister (Finance) Lawrence Wong made his introductory visit to Brunei in June 2024. Then-PM Lee Hsien Loong attended the wedding of Prince 'Abdul Mateen in January 2024, along with SM & CMNS Teo Chee Hean and Minister (Foreign Affairs) Dr Vivian Balakrishnan. DPM Heng Swee Keat represented the Singapore Government for the Sultan of Brunei's 78th birthday celebrations in July 2024. Minister (PMO) and Second Minister (Education) (Foreign Affairs) Dr Mohamad Maliki Osman visited Brunei for Hari Raya Open House in April 2024.</p>	<p>We will also continue to build our links with Japanese and ROK officials through initiatives such as the Raffles Programme and the Singapura 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.</p>
		<p>For incoming visits, Crown Prince Al-Muhtadee Billah visited Singapore in September 2024 to co-chair the 10th Young Leaders Programme with PM and Minister</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), which will be launched in 2025 in conjunction with the 60th anniversary of the establishment of diplomatic relations and the 10th anniversary of the CSP. We will continue to work with agencies and our counterparts in Australia to finalise a slate of ambitious cooperation initiatives for the next phase of the CSP.</p>
			<p>We will keep up the momentum of bilateral engagement with New Zealand (NZ) through high-level exchanges, to engage the Luxon government, and strengthen bilateral cooperation through the elevation of the Singapore-NZ Enhanced Partnership which will be launched in 2025 in conjunction with the 60th anniversary of the establishment of diplomatic relations.</p>
			<p>We will continue to support Timor-Leste in building its capacity for ASEAN Membership, including through the Singapore-Timor-Leste ASEAN Readiness Support (STARS) package, and the Initiative for ASEAN Integration (IAI). Singapore will continue to strengthen its engagement with the Pacific in line with our commitments as a PIF Dialogue Partner, particularly through supporting the capacity-building efforts of the</p>

Desired Outcome	Performance Indicator	Actual FY2023/ Revised FY2024	Estimated FY2025
		<p>(Finance) Lawrence Wong, Prince 'Abdul Mateen also visited Singapore in September 2023 under the Lee Kuan Yew Exchange Fellowship. We also facilitated the visits of several Bruneian Ministers to Singapore, including Minister at the Prime Minister's Department and Second Minister of Finance and Economy Amin Liew, Minister at the Prime Minister's Department and Second Minister of Defence Halbi Yussof, and Minister of Development Juanda Rashid.</p>	<p>PIS through the Singapore-Pacific Resilience and Knowledge Sharing (SPARKS) package, which focuses on key areas such as urban planning and climate resilience, cybersecurity and international law.</p>
		<p>There has also been good progress on the MOUs signed during the Sultan of Brunei Hassanal Bolkiah's State Visit to Singapore in August 2022. Singapore hosted nine Brunei civil servants at our agencies for a one-year attachment in May 2023. Five Bruneian students are also studying in Singapore under the Brunei Darussalam-Singapore Youth Education Scholarship (BS-YES). Brunei also received approval to export processed beef products to Singapore in November 2024.</p>	<p>We will commemorate 60 years of diplomatic relations with India in 2025 through an exchange of high-level visits and other commemorative activities. Through institutionalised bilateral mechanisms like the India-Singapore Ministerial Roundtable, we will continue to strengthen relations with India through bilateral mechanisms such as the India-Singapore Ministerial Roundtable in areas of such as trade and investment and defence, as well as emerging ones like semiconductors, connectivity, FinTech, the green economy and sustainability, and digitalisation.</p>
		<p>We have kept up the momentum of exchanges with other key Southeast Asian partners. We supported Laos' 2024 ASEAN Chairmanship and marked the 50th anniversary of the establishment of diplomatic relations in 2024 through several high-level exchanges. PM and Minister (Finance) Lawrence Wong made an Official Visit to Laos in October 2024, where he attended the 44th and 45th ASEAN Summits and Related Summits and had bilateral meetings with Vietnam PM Pham Minh Chinh and Thailand PM Paetongtarn Shinawatra on the sidelines of the Summit. Then-PM Lee Hsien Loong made an Official Visit to Vietnam in August 2023, reciprocating Vietnam PM Pham Minh Chinh's Official Visit in February 2023. During then-PM's visit, both sides agreed to cooperate in new and emerging areas including renewable energy, carbon credits, and the digital economy. SM & 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 then-Thai PM Srettha Thavisin in October 2023 and a working visit by Lao DPM and Minister of Foreign Affairs Saleumxay Kommasith in December 2023. Princess Maha Chakri Sirindhorn of Thailand visited Singapore in January 2024 to attend the opening ceremony of the 2024 Global Young Scientists Summit (GYSS). Minister (Foreign Affairs) Dr Vivian Balakrishnan made Official Visits to Laos, the Philippines and Thailand in January, April and June 2024, respectively. We also received Official Visits by Cambodia PM Hun Manet and Laos PM Sonexay Siphandone in June and July 2024, respectively. President Ferdinand R. Marcos Jr. visited Singapore in May 2024 to deliver the keynote address at the 2024 Shangri-La Dialogue. President Tharman Shanmugaratnam made a State Visit to the Philippines in August 2024. PM and Minister (Finance) Lawrence Wong had bilateral meetings with Vietnam PM Pham Minh Chinh on the sidelines of the 44th and 45th ASEAN Summits in October 2024, and on the sidelines of the G20 Summit in November 2024. We also received an Official Visit by Vietnam National Assembly President Tran Thanh Man in December 2024.</p>	<p>We will also continue to build ties with other South Asian countries and explore areas for mutually beneficial collaboration. This includes commencing negotiations on a bilateral FTA with Bangladesh, and commemorating the 50th anniversary of Singapore-Maldives diplomatic relations.</p>
		<p>Our relations with the US, China, Japan, the Republic of Korea (ROK), and the EU have also been strengthened. The US bilateral account remains in good stead, with a significant number of high-level bilateral exchanges in 2023 and 2024. Then-PM Lee Hsien Loong visited San Francisco in November 2023 to attend the AELM hosted by then-President Joe Biden. He also had bilateral meetings with US personalities including California Governor Gavin Newsom. Then-PM Lee Hsien Loong made a working visit to New York in January 2024 to attend Dr Henry Kissinger's memorial service. SM Lee Hsien Loong visited Boston and New York in November 2024, to deliver the 2024 Edwin L. Godkin Lecture at Harvard</p>	<p>We will continue to engage and strengthen ties with key EU Member States and the UK, including through exchanges of high-level visits, the implementation plans for our strategic partnership with the UK and the newly-launched strategic partnership with Germany, as well as the upgrade of our relations with France. We will also tap our strong links with European countries and work with key EU institutions (<i>viz.</i> Commission; Parliament) to advance our economic interests, and seek new opportunities for cooperation such as digitalisation, sustainability, and the green economy. This includes building on existing agreements with Europe in these areas. We announced the conclusion of negotiations on the EU-Singapore Digital Trade Agreement (EUSDTA) in July 2024 and will work towards its eventual ratification in 2025.</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>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 work with MTI on the bilateral Trade in Services and Investments (S&I) Agreements with the remaining Eurasian Economic Union (EAEU) countries (<i>i.e.</i>, Russia, Belarus, and Kyrgyz Republic).</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 Saudi Arabia-Singapore Strategic Partnership, the Singapore-UAE Joint Committee, the Singapore-Qatar High Level Joint Committee, and the Singapore-Oman Strategic Dialogue, and the various bilateral consultation mechanisms.</p>
			<p>We will continue to support MTI's efforts to seek a review and upgrade of the Singapore-Gulf Cooperation Council (GCC) Free Trade Agreement. We welcome the GCC's interest to strengthen its engagement of ASEAN and will continue to support ASEAN and the</p>

Desired Outcome	Performance Indicator	Actual FY2023/ Revised FY2024	Estimated FY2025
		<p>University's John F. Kennedy School of Government and attend GIC Insights 2024, respectively. He had engagements with prominent US corporate and think-tank personalities.</p>	<p>GCC's cooperation in areas of mutual interest, such as energy and food security.</p>
		<p>Then-DPM and Minister (Finance) Lawrence Wong made his first visit to the US (as DPM) in October 2023 where he met the key members of the Biden Administration, including CIA Director William Burns, Director of National Intelligence (DNI) Avril Haines, National Security Advisor Jake Sullivan, Chair of the Council of Economic Advisers Jared Bernstein, Secretary of Commerce Gina Raimondo, and US Trade Representative Katherine Tai. PM and Minister (Finance) spoke on the phone to President Donald Trump following the 5 November 2024 US Presidential Election.</p>	<p>The Israel-Hamas conflict is likely to remain protracted. We will continue to work with our partners and stakeholders in Singapore as well as in the Middle East 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>DPM and Minister (Trade & Industry) Gan Kim Yong (May and November 2023; April 2024), DPM and then- Coordinating Minister for Economic Policies Heng Swee Keat (May and October 2023, November 2024), Minister (Foreign Affairs) Dr Vivian Balakrishnan (June, September, October, and November 2023; September 2024), Minister (Defence) Dr Ng Eng Hen (December 2023; July 2024), Minister (Digital Development and Information) Josephine Teo (October 2023; May and September 2024), Minister (Sustainability and the Environment) and Minister-in-charge of Trade Relations Grace Fu (September 2024), Minister (Education) Chan Chun Sing (April 2023), Minister (Culture, Community, and Youth) Edwin Tong (June 2024), Minister (Manpower) and Second Minister (Trade and Industry) Dr Tan See Leng (September/October 2024), Minister (PMO) and Second Minister (Finance) Indraneel Rajah (October 2024), and Minister (PMO), Minister (Prime Minister's Office) and Second Minister (Education) (Foreign Affairs) Dr Mohamad Maliki Osman (September 2023, April/September 2024) also made bilateral visits to the US. Minister (Home Affairs) (Law) K Shanmugam visited New York and Boston in December 2024. President Tharman Shanmugaratnam visited Washington DC in October 2024 and visited New York in December 2024 for engagements in his personal capacity.</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, ASEAN-Pacific Alliance Ministerial Meetings, as well as regular representational visits by our Non-Resident Ambassadors to Argentina, Brazil, the Caribbean Community (CARICOM), Chile, Cuba, Mexico, Panama, and Peru.</p>
		<p>We welcomed several Congressional delegations to Singapore. At the state-level, Indiana Governor Eric Holcomb visited Singapore in July 2024.</p>	<p>We will continue to deepen our engagement of Africa, particularly South Africa which will take over the G20 Presidency in 2025. We will host the 5th Singapore – Africa High-Level Ministerial Exchange Visit (AHLMEV) in August 2025, in conjunction with Enterprise Singapore's 8th Africa – Singapore Business Forum, in Singapore. 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>
		<p>In 2023 and 2024, four members of then-President Biden's Cabinet, including Secretary of Defense Lloyd Austin (June 2023; May/June 2024), DNI Avril Haines (June 2023), Secretary of Commerce Gina Raimondo (June 2024), and Secretary of State Antony Blinken (July 2024), visited Singapore. Then-Special Presidential Envoy for Climate Change John Kerry visited Singapore in November 2023. Singapore also received visits by several bipartisan Congressional delegations and Congressional Staff delegations.</p>	
		<p>High-level interactions between Singapore and China (PRC) have picked up with the easing of COVID-19 travel restrictions. Then-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 then-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 then-DPM and Minister (Finance) Lawrence Wong, DPM and then- Coordinating Minister for Economic Policies Heng Swee Keat, SM & CMNS Teo Chee Hean, Minister (Foreign Affairs) Dr Vivian Balakrishnan, Minister (National</p>	

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		<p>Development) Desmond Lee, Minister (Manpower) and Second Minister (Trade & Industry) Dr Tan See Leng, Minister (Digital Development and Information) Josephine Teo, Minister (Education) and Minister-in-charge of the Public Service Chan Chun Sing, Minister (Sustainability and the Environment) and Minister-in-charge of Trade Relations 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 Minister (Transport) and Second Minister (Finance) Chee Hong Tat – also made outgoing visits to China in 2023 and 2024. Additionally, our POHs have frequently engaged their PRC counterparts on the sidelines of multilateral fora.</p>	
		<p>Visits by Chinese leaders to Singapore included those of Vice President Han Zheng in November 2023, Communist Party of China (CPC) Politburo member, Central Foreign Affairs Commission Office Director and Foreign Minister Wang Yi in August 2023, then-Minister of National Defense Li Shangfu in June 2023, CPC International Department Minister Liu Jianchao in March 2024, Minister of Education Huai Jinpeng in April 2024, Minister of National Defense Dong Jun in June 2024, and provincial leaders from Beijing, Chongqing, Guangdong, Jiangsu, Shanghai, and Tianjin, among others.</p>	
		<p>We have resumed the in-person convening of our institutionalised platforms for cooperation, namely (a) the Joint Council for Bilateral Cooperation (JCBC); (b) the Singapore-China Forum on Leadership (Leadership Forum); (c) the Singapore-China Social Governance Forum (SGF); and (d) the Singapore-China Legal and Judicial Roundtable. In December 2023, then-DPM and Minister (Finance) Lawrence Wong visited Beijing and Tianjin to co-chair the 19th JCBC with CPC Politburo Standing Committee member and PRC Executive Vice Premier Ding Xuexiang. In November 2024, Ding visited Singapore to co-chair the 20th JCBC with DPM and Minister (Trade & Industry) Gan Kim Yong. In September 2023, Minister (Education) Chan Chun Sing visited China to co-chair the 9th Leadership Forum with CPC Politburo member and Central Organisation Department Minister Li Ganjie. In June 2024, CPC Politburo member and Political and Legal Affairs Commission Secretary Chen Wenqing visited Singapore to co-chair the 4th SGF with SM & CMNS Teo Chee Hean. In October 2024, Chief Justice Sundaresh Menon and PRC Chief Justice Zhang Jun co-chaired the 8th Legal and Judicial Roundtable in Singapore. We marked the 15th anniversary of the Sino-Singapore Tianjin Eco-City during then-DPM and Minister (Finance)'s visit in November 2023, and the 30th anniversary of the Suzhou Industrial Park with a visit by SM Lee Hsien Loong to Suzhou in November 2024.</p>	
		<p>We have kept up the momentum of exchanges between Singapore and Hong Kong. In July 2023, CE John Lee made an Official Visit to Singapore and met then-PM Lee Hsien Loong, then-DPM and Minister (Finance) Lawrence Wong, DPM Heng Swee Keat, SM & CMNS Teo Chee Hean, 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 Algernon Yau, Secretary for Transport and Logistics Lam Sai Hung, and Secretary for Innovation, Technology and Industry Sun Dong. The 6th Singapore-Hong Kong Permanent Secretaries Exchange Programme was held in Hong Kong in November 2023. DPM Heng Swee Keat visited Hong Kong as part of his Official Visit to China in April 2024 and met CE Lee, while Legislative Council President Andrew Leung visited Singapore in May 2024 and called on Speaker of Parliament Seah Kian Peng.</p>	

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		<p>Bilateral exchanges with Japan and the ROK have continued in 2023 and 2024, injecting momentum to cooperation in areas like the digital economy, innovation and technology, green economy, and defence. For Japan, PM and Minister (Finance) Lawrence Wong received a congratulatory call from then-Japanese PM Kishida Fumio in May 2024. Then-PM Lee Hsien Loong also met then-PM Kishida during the latter's transit in Singapore in May 2023, as well as at the ASEAN-Japan Commemorative Summit in Tokyo in December 2023, marking five meetings between the two leaders since May 2022. Other POHs – including then-DPM and Minister (Finance) Lawrence Wong, DPM and Minister (Trade & Industry) Gan Kim Yong, DPM Heng Swee Keat, Speaker of Parliament Seah Kian Peng, Minister (Foreign Affairs) Dr Vivian Balakrishnan, Minister (Culture, Community and Youth) and Second Minister (Law) Edwin Tong, Minister (Manpower) and Second Minister (Trade & Industry) Dr Tan See Leng, Minister (Sustainability and the Environment) and Minister-in-charge of Trade Relations Grace Fu, and Senior Minister of State (Foreign Affairs) (National Development) Sim Ann – also visited Japan. We welcomed several Japanese leaders over the past two years, including then-Defence Minister Hamada Yasukazu, then-Defence Minister Kihara Minoru, then-Minister for Economy, Trade and Industry Saito Ken, then-Digital Transformation Minister Kono Taro, President of the House of Councillors Otsuji Hidehisa, then-Liberal Democratic Party (LDP) Secretary-General Motegi Toshimitsu, and then-LDP Policy Research Council Chairperson Tokai Kisaburo, amongst others.</p>	
		<p>For the ROK, ROK President Yoon Suk Yeol made his State Visit to Singapore from 7 to 9 October 2024, where PM and Minister (Finance) Lawrence Wong and President Yoon agreed to work towards upgrading bilateral relations to a Strategic Partnership (SP) in 2025. At President Yoon's invitation, PM and Minister (Finance) also participated in the virtual Leaders' Session of the AI Seoul Summit (AISS) in May 2024. DPM Heng Swee Keat also made a working visit to the ROK in November 2024, while then-PM Lee met President Yoon on the sidelines of the ASEAN Summit in September 2023. Other POHs – including Minister (Defence) Dr Ng Eng Hen, Senior Minister of State (Defence) Heng Chee How, Senior Minister of State (Digital Development and Information) (Health) Dr Janil Puthuchearu – also visited the ROK in 2024. Minister (Foreign Affairs) Dr Vivian Balakrishnan met ROK Foreign Minister Cho Tae-Yul on the sidelines of the 57th ASEAN Foreign Ministers' Meeting in Vientiane in July 2024, while Minister (PMO) and Second Minister (Education) (Foreign Affairs) Dr Mohamad Maliki Osman met then-ROK Foreign Minister Park Jin on the sidelines of the APEC Ministerial Meeting in November 2023. We also welcomed several ROK leaders to Singapore, including DPM and Education Minister Dr Lee Ju-Ho, then-Defence Minister Shin Won-sik, Justice Minister Park Sung Jae, Trade Minister Dr Cheong In-kyo, Trade, Industry and Energy Minister Dr Ahn Dukgeun, Health and Welfare Minister Dr Cho Kyoo-hong, SMEs and Startups Minister Oh Youngju, and Jeju Governor Oh Young-hun, amongst others.</p>	
		<p>Following the entry into force of the European Union-Singapore Free Trade Agreement in November 2019, 18 of 27 European Union (EU) member states have ratified the EU-Singapore Investment Protection Agreement. 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</p>	

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		<p>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. With the UK, we have finalised the road map (i.e., implementation plan) for the Singapore-UK Strategic partnership.</p>	
		<p>Singapore-Germany relations were elevated to a Strategic Partnership on 18 November 2024 when PM and Minister (Finance) Lawrence Wong met German Federal Chancellor Olaf Scholz on the sidelines of the G20 Summit in Rio de Janeiro, Brazil. During then-DPM and Minister (Finance) Lawrence Wong's Official Visit to France in April 2024, Singapore and France agreed to work towards upgrading relations to a Comprehensive Strategic Partnership (CSP) by mid-2025.</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 (EP) respectively. We have added new pillars in both partnerships on cooperation on the green economy and climate change, and supply chains and connectivity. We also provided humanitarian assistance to Pacific Islands States (PIS), most recently to Papua New Guinea (PNG) following the landslides in May 2024.</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-PM Lee Hsien Loong visited Australia for the 9th Singapore-Australia Annual Leaders Meeting (ALM) and the ASEAN-Australia Special Summit in March 2024, and Australian PM Anthony Albanese visited Singapore for the 8th ALM in June 2023. NZ PM Christopher Luxon made an Official Visit to Singapore in April 2024. The 14th Singapore-Australia Joint Ministerial Committee meeting was held in Singapore in December 2024.</p>	
		<p>We have also stepped up our engagement of the Pacific following our admission as a Dialogue Partner of the Pacific Islands Forum (PIF) in January 2022. Minister (Foreign Affairs) Dr Vivian Balakrishnan hosted the 3rd Singapore-Pacific High-Level Visit in Singapore in May 2024. Minister (Foreign Affairs) attended the 52nd PIF Leaders Meeting in Cook Islands in November 2023, the first time that Singapore had attended as a Dialogue Partner. Minister (PMO) and Second Minister (Education) (Foreign Affairs) Dr Mohamad Maliki Osman attended the 53rd PIF Leaders Meeting in Tonga in August 2024. We had high-level interactions with several Pacific leaders on the sidelines of multilateral meetings, including Cook Islands PM Mark Brown, Fiji PM and Foreign Minister Sitiveni Rabuka, Federated States of Micronesia (FSM) Secretary of Foreign Affairs Lorin S. Robert, Kiribati President Taneti Maamau, Marshall Islands Minister of Foreign Affairs and Trade Kalani Kaneko, Nauru Minister for Foreign Affairs and Trade Lionel Rouwen Aingimea, Palau Minister of State for Foreign Affairs Gustav Aitaro, Papua New Guinea PM James Marape, Papua New Guinea Foreign Minister Justin Tkatchenko, Solomon Islands Minister for Foreign Affairs and External Trade Peter Shanel Agovaka, Tonga PM Siaosi Sovaleni, Tuvalu Minister of Foreign Affairs, Labour and Trade Paulson Panapa, and PIF Secretary General Baron Waqa.</p>	
		<p>Minister (Foreign Affairs) Dr Vivian Balakrishnan made an Official Visit to Timor-Leste in July 2023. Timor-Leste Foreign Minister Bendito Frietas made an Official Visit to Singapore in June 2024. We established our Embassy in Timor-Leste in April 2024, which serves as a focal point to</p>	

Desired Outcome	Performance Indicator	Actual FY2023/ Revised FY2024	Estimated FY2025
		<p>strengthen and coordinate our cooperation with Timor-Leste.</p> <p>Singapore-India relations remained strong in 2024. Key engagements include the 2nd India-Singapore Ministerial Roundtable (ISMR) held in Singapore in August 2024. We refreshed the agenda to include emerging areas of cooperation such as connectivity and advanced manufacturing and expanded the ministerial participation on both sides. Indian PM Narendra Modi also made an Official Visit to Singapore in September 2024, where he and PM and Minister (Finance) Lawrence Wong witnessed the exchange of four MOUs and announced the agreement to upgrade relations to a Comprehensive Strategic Partnership.</p> <p>There were multiple outgoing visits to India by Singapore POHs. Minister (Home Affairs) (Law) K Shanmugam visited Tamil Nadu in January for World Diaspora Day, and together with Minister (Manpower) and Second Minister (Trade & Industry) Dr Tan See Leng visited Mumbai in November 2024 to participate in DBS' 30th anniversary event. Minister (Transport) and Second Minister (Finance) Chee Hong Tat attended the 2nd Asia Pacific Ministerial Conference on Civil Aviation in New Delhi in September 2024. Minister (Defence) Ng Eng Hen visited New Delhi in October 2024 for the 6th Defence Ministers' Dialogue.</p> <p>We also received several visits by Indian POHs in 2024, including External Affairs Minister S Jaishankar (March 2024 and November 2024); Minister of Education Dharmendra Pradhan (October 2024); Minister of State for Commerce and Industry & Electronics and Information Technology Jitin Prasada (October 2024); Odisha Chief Minister Mohan Charan Majhi (November 2024); and Rajasthan Commerce Minister Rajyavardhan Singh Rathore (October 2024).</p> <p>As the Country Coordinator for ASEAN-India relations (2021-2024), we supported the 8th Roundtable of ASEAN-India Think Tanks (AINTT), which Minister (Foreign Affairs) Dr Vivian Balakrishnan participated in in November 2024.</p> <p>We continued to strengthen bilateral relations with other South Asian countries. Sri Lankan Minister of Foreign Affairs Ali Sabry visited Singapore in July 2024. He called on SM Lee Hsien Loong, met Minister (Home Affairs) (Law) K Shanmugam, and was hosted to lunch by Minister (Foreign Affairs) Dr Vivian Balakrishnan. Bhutan PM Tshering Tobgay visited Singapore in September 2024 during which he had engagements with President Tharman Shanmugaratnam, PM and Minister (Finance) Lawrence Wong, SM Lee Hsien Loong, and Minister (Foreign Affairs).</p> <p>We also continued to engage South Asian leaders on the sidelines of multilateral and regional events in 2024. Minister (Foreign Affairs) Dr Vivian Balakrishnan met the President of Maldives Mohamed Muizzu on the sidelines of the 79th UNGA. Minister (Foreign Affairs) also met the DPM and Minister of Foreign Affairs Ishaq Dar, the Foreign Adviser of Bangladesh Touhid Hossain, and the Minister of Foreign Affairs of Maldives Dr Abdulla Khaleel on the sidelines of Commonwealth Heads of Government Meeting (CHOGM).</p> <p>We have continued to strengthen our political engagement with Africa. There were several high-level visits from Africa in 2024.</p> <p>Ethiopia Prime Minister Abiy Ahmed Ali made an Official Visit in June 2024 at PM and Minister (Finance) Lawrence Wong's invitation, during which he also called on President Tharman Shanmugaratnam, and witnessed the signing of</p>	

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		<p>an MOU to establish bilateral consultations between the two foreign ministries. Rwanda President Paul Kagame made a Working Visit to Singapore in September 2024. He called on President, met PM and Minister (Finance) and was hosted to lunch by SM Lee Hsien Loong. Tanzania DPM and Minister of Energy Doto Mashaka Biteko visited Singapore in October 2024 to attend the Singapore International Energy Week at DPM and Minister (Trade & Industry) Gan Kim Yong's invitation.</p>	
		<p>Minister (PMO) and Second Minister (Education) (Foreign Affairs) Dr Mohamad Maliki Osman visited Cote D'Ivoire and Nigeria in November 2024. In Cote d'Ivoire, Minister (PMO) and Second Minister (Education) (Foreign Affairs) Dr Mohamad Maliki Osman met Minister of Foreign Affairs Kacou Houadja Léon Adom, Minister of Commerce and Industry Souleymane Diarrassouba, Minister of National Education and Literacy Mariatou Koné and Minister of Technical Education, Skills Training and Apprenticeship Koffi N'Guessan. He also met senior officials from the African Development Bank. In Nigeria, Minister (PMO) and Second Minister (Education) (Foreign Affairs) met senior officials from the Nigerian Ministry of Foreign Affairs and the Ministry of Education.</p>	
		<p>We have continued to engage African leaders on the sidelines of high-level multilateral events such as G20 Summits, UNGA, CHOGM, and the Indian Ocean Rim Association (IORA). Notable engagements include President Tharman Shanmugaratnam's meeting with Ghana President Nana Akufo-Addo on the sidelines of the WEF Annual meeting, President's meeting with Senegal President Bassirou Diomaye Faye on the sidelines of the Paris Olympics, PM and Minister (Finance) Lawrence Wong's meeting with South Africa President Cyril Ramaphosa on the sidelines of the G20 Summit, and Minister (Foreign Affairs) Dr Vivian Balakrishnan's meeting with Guinea (interim) Prime Minister Bah Oury on the sidelines of the 79th UNGA.</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); then-PM Lee Hsien Loong's visits to Saudi Arabia and the UAE in October 2023; SM & CMNS Teo Chee Hean's visits to Israel and the West Bank (July 2023), and to Qatar and Saudi Arabia (November and December 2024); then-SM Tharman Shanmugaratnam's visit to the UAE, Jordan and Israel (May 2023); Minister (Foreign Affairs) Dr Vivian Balakrishnan's visits to UAE, Jordan, the West Bank, Israel, Qatar, Saudi Arabia, and Egypt (March 2024); Minister (PMO) and Second Minister (Education) (Foreign Affairs) Dr Mohamad Maliki Osman's visits to Algeria and Egypt (November 2023), and to Saudi Arabia (April and June 2024); and SMS (Foreign Affairs) (National Development) Sim Ann's visit to Qatar (October 2024) We received incoming visits by Kazakhstan President Kassym-Jomart Tokayev (May 2024), Abu Dhabi Crown Prince Sheikh Khaled Bin Mohamed Bin Zayed Al Nahyan (October 2024), as well as the Foreign Ministers of Kazakhstan, and the UAE (June 2024). Oman Sultan Haitham Bin Tariq visited Singapore in December 2023 and Jordan Crown Prince Al Hussein Bin Abdullah II visited Singapore in January 2024.</p>	
		<p>We also hosted MFA-to-MFA consultations for Kuwait, Kazakhstan and Uzbekistan in Singapore, and visited Egypt, Morocco and Turkmenistan for MFA-to-MFA consultations in 2024.</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</p>	

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		<p>stakeholders to organise a RSAF relief flight ferrying life-saving supplies for civilians in Gaza in November 2023. Minister (PMO) and Second Minister (Education) (Foreign Affairs) Dr Mohamad Maliki Osman also witnessed the handover of aid for Gaza, raised by the Singapore public, in Cairo in November 2023. In March 2024, Minister (Foreign Affairs) Dr Vivian Balakrishnan witnessed the handover of aid for Gaza, delivered by the RSAF, in Jordan. In July 2024, Minister (Foreign Affairs) announced Singapore's humanitarian aid of approximately 300 metric tonnes of halal-certified canned sardines and 1000 metric tonnes of white rice, to be conveyed to Gaza with the assistance of Cyprus and the UAE. In November 2024, MFA contributed US\$200,000 to the Rahmatan Lil Alamin Foundation's fundraising campaign for Gaza. Thus far, Singapore has contributed approximately \$18 million worth of donations to Gaza.</p>	
		<p>We convened the 2nd Singapore-Oman Strategic Dialogue in January 2025 in Muscat, during which we also commemorated the 40th anniversary of the establishment of bilateral relations.</p>	
		<p>We have maintained high-level interactions with Canada. DPM and Minister (Trade and Industry) Gan Kim Yong made a working visit to Ottawa in May 2024, and again in November 2024 to attend the Comprehensive and Progressive Agreement for Trans-Pacific Partnership Commission Meeting. Canadian Minister of National Defence Bill Blair visited Singapore in May/June 2024 for the SLD. Canadian PM Justin Trudeau visited Singapore in September 2023, where he met then-PM Lee Hsien Loong. Four Canadian Ministers visited Singapore in 2023: Minister of National Defence Anita Anand for the 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 February 2023. Minister (Foreign Affairs) Dr Vivian Balakrishnan met Canadian FM Mélanie Joly on the sidelines of the APEC Economic Leaders' Meeting in November 2023.</p>	
		<p>There was good momentum in our political engagement of key Latin American countries in 2023 and 2024, including through various outgoing and incoming visits.</p>	
		<p>Minister (Foreign Affairs) Dr Vivian Balakrishnan made an official visit to Brazil in April 2023. He visited Brazil again in December 2023 to attend the 63rd MERCOSUR Summit during which he met leaders from Brazil, Bolivia, Paraguay, and Uruguay, and signed the MERCOSUR-Singapore FTA. DPM and Minister (Trade & Industry) Gan Kim Yong visited Brazil in October 2024. Minister (PMO) and Second Minister (Education) (Foreign Affairs) Dr Mohamad Maliki Osman made working visits to the Brazilian states of Minas Gerais and Ceará in July and October 2024 respectively.</p>	
		<p>In addition, our POHs travelled to Brazil throughout 2024 to attend the series of G20 meetings under the Brazilian Presidency, during which they also met their foreign counterparts, including from Brazil: (a) Minister (PMO) and Second Minister (Education) (Foreign Affairs) Dr Mohamad Maliki Osman in February and July; (b) Minister (Transport) and Second Minister (Finance) Chee Hong Tat in July; (c) Senior Minister of State (Manpower) (Sustainability & Environment) Koh Poh Koon in July and September; (d) Minister of State (Digital Development & Information) (Health) Rahayu Mahzam in September; (e) Minister of State (Culture, Community and Youth) (Trade & Industry) Alvin Tan in September; (f) Senior Minister of State (Transport) (Sustainability & Environment) Amy Khor</p>	

Desired Outcome	Performance Indicator	Actual FY2023/ Revised FY2024	Estimated FY2025
		<p>in October; (g) Minister (Manpower) and Second Minister (Trade & Industry) Dr Tan See Leng in October; (h) Minister of State (Home Affairs) (Social & Family Development) Sun Xue Ling in October; (i) DPM and Minister (Trade & Industry) Gan Kim Yong in October; (j) Minister (PMO) and Second Minister (Education) (Foreign Affairs) Dr Mohamad Maliki Osman in October; (k) Minister (Health) Ong Ye Kung in October; (l) Minister of State (Home Affairs) (National Development) Faishal Ibrahim in November; (m) Speaker of Parliament Seah Kian Peng in November; (n) Senior Minister of State (Community, Culture & Youth) (Trade & Industry) Low Yen Ling (November); and (o) Prime Minister and Minister (Finance) Lawrence Wong and Minister (Foreign Affairs) Dr Vivian Balakrishnan in November.</p>	
		<p>Minister (Foreign Affairs) Dr Vivian Balakrishnan made a bilateral visit to Cuba in April 2023 while Minister (PMO) and Second Minister (Education) (Foreign Affairs) Dr Mohamad Maliki Osman visited Cuba in September 2023 to attend the G77 & China Summit. Minister (Manpower) and Second Minister (Trade & Industry) Dr Tan See Leng visited Mexico in October 2024 to attend the inauguration of President of Mexico Dr Claudia Sheinbaum. Minister (PMO) and Second Minister (Education) (Foreign Affairs) Dr Mohamad Maliki Osman made a working visit to Argentina in November 2024. PM and Minister (Finance) Lawrence Wong visited Peru to attend the AELM in November 2024, during which he met President of Peru Dina Boluarte.</p>	
		<p>We received several high-level Latin American delegations in Singapore in 2023 and 2024: (a) Governor of the State of Yucatán in Mexico Mauricio Vila Dosal in October 2023; (b) Cuba Deputy Foreign Minister Josefina de la Caridad Vidal Ferreiro in October 2023, during which she co-chaired the 5th Singapore-Cuba Political Consultations; (c) Governor of the State of Piauí of Brazil Rafael Taja Fonteles in March 2024; (d) Mayor of Santiago de Cali of Colombia Alejandro Eder Garcés in March 2024; and (e) Governor of the State of Piauí of Brazil Rafael Taja Fonteles in March 2024.</p>	
		<p>We continued to engage Latin American leaders on the sidelines of multilateral and regional events in 2023 and 2024. Minister (Foreign Affairs) Dr Vivian Balakrishnan met Peru Foreign Minister Ana Cecilia Gervasi on the sidelines of the 43rd ASEAN Summit in Indonesia in September 2023. Minister (PMO) and Second Minister (Education) (Foreign Affairs) Dr Mohamad Maliki Osman met Cuba Foreign Minister Bruno Rodríguez Parrilla and Panama Foreign Minister Janaina Tewaney on the sidelines of 78th UN General Assembly in September 2023, and Argentina Foreign Minister Diana Mondino on the sidelines of the G20 Foreign Ministers' Meeting in Brazil in February 2024. Minister (Foreign Affairs) met the Foreign Ministers of Chile, Cuba, Nicaragua, Panama, Paraguay, Peru, and Uruguay on the sidelines of the 79th UN General Assembly in September 2024.</p>	
		<p>Aided by our various engagements with Latin American leaders, we have strengthened bilateral cooperation with our Latin American partners. Notable achievements include the signing of the MERCOSUR-Singapore FTA in December 2023, the signing of new Air Services Agreements with Cuba and the Dominican Republic, and the conclusion of substantive negotiations on an Implementation Agreement on carbon credits cooperation, aligned with Article 6 of the Paris Agreement, with Paraguay (December 2023) and Peru (November 2024).</p>	
		<p>We also continue to maintain warm relations with Member States of the Caribbean Community (CARICOM). Minister (PMO) and Second Minister (Education) (Foreign Affairs)</p>	

Desired Outcome	Performance Indicator	Actual FY2023/ Revised FY2024	Estimated FY2025
Reinforcing international recognition of Singapore as an effective, constructive and reliable partner	Work with relevant agencies for strong and robust international and regional mechanisms e.g., ASEAN, ASEAN Plus Three, ASEAN Regional Forum (ARF), Asia Pacific Economic Cooperation (APEC), East Asia Summit (EAS) and Asia-Europe Meeting (ASEM)	<p>Dr Mohamad Maliki Osman visited Antigua and Barbuda in May 2024 to attend the 4th International Conference on Small Island Developing States (SIDS4), during which he met the Foreign Ministers of Antigua and Barbuda, Jamaica, and Suriname, and Ministers from Guyana and Trinidad and Tobago. St Kitts and Nevis Foreign Minister Dr Denzil Douglas visited Singapore in July 2023. President Tharman Shanmugaratnam had a virtual meeting with Barbados Prime Minister Mia Mottley in January 2024. Suriname Foreign Minister Albert Ramdin made a working visit to Singapore in July 2024.</p> <p>Minister (Foreign Affairs) Dr Vivian Balakrishnan hosted a lunch for CARICOM Foreign Ministers on the sidelines of the 79th UNGA in September 2024, which was attended by the Foreign Ministers of Antigua and Barbuda, Barbados, Belize, Dominica, Grenada, Jamaica, St Kitts and Nevis, and Suriname, and CARICOM Secretary-General Carla Barnett. PM and Minister (Finance) Lawrence Wong met Barbados Prime Minister Mia Mottley, Guyana President Irfaan Ali, and Trinidad and Tobago PM Keith Rowley on the sidelines of the CHOGM in Samoa in October 2024, while Minister (Foreign Affairs) met St Vincent and the Grenadines Foreign Minister Frederick Stephenson.</p> <p>Singapore has continued to play an active role within ASEAN to help Myanmar find a peaceful solution to national reconciliation following the coup on 1 February 2021 through the ASEAN Leaders' Meeting, calling for the full and effective implementation of the <i>Five-Point Consensus</i> and provision of humanitarian assistance. The situation in Myanmar has continued to feature heavily in ASEAN's discussions, Singapore and other ASEAN Member States (AMS) will continue to 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>. Meanwhile, we remain committed to advancing ASEAN's agenda, including on the ASEAN Community's Post-2025 Vision.</p> <p>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 encouraged our external partners to work closely with ASEAN in the implementation of tangible projects under the AOIP's four priority areas of Maritime Cooperation, Connectivity, the UN Sustainable Development Goals, and Economic and other areas of cooperation. This includes new and emerging areas, such as, cybersecurity, Artificial Intelligence (AI) governance, digital and green economies, and energy security. Singapore assumed the three-year country coordinatorship for ASEAN-Japan Dialogue Relations in July 2024. As country coordinator, we reaffirmed our commitment to strengthen Japan's engagement of the region through trade, defence, the digital and green economies, and by advancing an ASEAN-centred regional architecture. We marked the 35th anniversary of ASEAN-ROK Dialogue Relations in 2024 with the upgrading of ASEAN-ROK relations to a Comprehensive Strategic Partnership (CSP) in October 2024. The ROK is ASEAN's sixth CSP – the others being Australia, US, China, India, and Japan, reflecting the breadth and depth of ASEAN's cooperation with our Dialogue Partners across all sectors and their continued commitment to our region.</p> <p>We continued to support Timor-Leste in its efforts to fulfil the Roadmap for its accession to ASEAN, including through the Singapore-Timor-Leste ASEAN Readiness</p>	<p>We will need to uphold ASEAN Centrality and unity and avoid splitting the region in the face of intensifying intra-ASEAN challenges and differences as well as major power rivalry and growing geopolitical/economic uncertainties. We must continue to champion a rules-based multilateral world order, underpinned by international law. We will continue to maintain healthy and strong relations with all external partners and explore opportunities to tangibly implement the ASEAN Outlook on the Indo-Pacific (AOIP) particularly within the East Asia Summit (EAS).</p> <p>We welcome Malaysia's Chairmanship theme of "Inclusivity and Sustainability". Under Malaysia's 2025 ASEAN Chairmanship, we will work with Malaysia to reinforce ASEAN centrality and advance the region's digital and green economies. We will continue to support ASEAN's efforts to the adoption of the ASEAN Community Vision 2045, the completion of the ASEAN Digital Economy Framework Agreement (DEFA), and the realisation of the ASEAN Power Grid. We will continue to advance the AOIP as the key framework for engagement of the major powers, including through the East Asia Summit (EAS).</p> <p>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>Singapore will continue our active participation in the APEC process and work with the next three incoming APEC Chairs to push for closer regional economic integration: ROK (2025), China (2026) and Vietnam (2027). For 2025, the ROK's priorities are centred on (a) trade and investment; (b) digital innovation and technology; and (c) sustainable and inclusive economic growth. Singapore will also engage other APEC economies early to shape a robust agenda for our APEC host year in 2030.</p>

Desired Outcome	Performance Indicator	Actual FY2023/ Revised FY2024	Estimated FY2025
		<p>Support (STARS package, and Timor-Leste's inclusion as a beneficiary of the Initiative for ASEAN Integration (IAI).</p>	
		<p>We worked closely with the US and Peru as the 2023 and 2024 APEC Chairs respectively, as well as with other APEC economies to push for greater trade and investment facilitation and liberalisation, deeper regional economic integration, and a more inclusive, sustainable, and resilient future. We have played a constructive role by leading work on supply chains to reduce trade costs and improve resilience through Phase Three of the Supply Chain Connectivity Framework Action Plan (SCFAPIII) and by working closely with Peru as a co-sponsor on the project "Improving the Digitalisation of International Trade: Electronic Bill of Lading". We have also shared several case studies outlining the design and implementation of our public policies and private sector initiatives that facilitate the transition from the informal economy to the formal economy to support Peru's chairmanship priorities and fielded speakers on AI Governance and our SMEs Go Digital initiative for Peru's Digital Week. As a demonstration of our strong support for APEC and multilateralism, Singapore will host APEC in 2030.</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 including by hosting incoming visits by President of the 78th UNGA Session Dennis Francis in July 2024 and UN Secretary-General Antonio Guterres in August 2024.</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 as a constructive and responsible member of the international community. We will promote Singapore's positive agenda at the UN in various areas such as digitalisation, AI, and international law to sustainable development and the revitalisation of multilateral institutions.</p>
		<p>Minister (Foreign Affairs) Dr Vivian Balakrishnan and Minister (PMO) and Second Minister (Education) (Foreign Affairs) Dr Mohamad Maliki Osman attended the High-Level Week (HLW) of the 79th UNGA in person in September 2024. They had 41 bilateral meetings and attended 26 events on the sidelines of the HLW. Minister (Sustainability and the Environment) and Minister-in-charge of Trade Relations Grace Fu and Minister (Digital Development and Information) Josephine Teo also attended events on the sidelines of the HLW. Minister (Foreign Affairs) delivered Singapore's national statement at the General Debate of the 79th UNGA, as well as the Summit of the Future (SOTF), which was the marquee event of the 79th UNGA Session HLW.</p>	<p>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 convener of small states, and champion for small state interests. 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>At the 79th UNGA Session HLW, we underscored Singapore's support for a rules-based multilateral order, as well as the need for States to respect international law, and the UN Charter, as well as find common ground against growing geopolitical tensions caused by a widening Global North-South divide and political crises such as the Russia-Ukraine War and the conflicts in Gaza and the Middle East, among others. 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 both current and emerging challenges facing us and reaffirmed our commitment to upholding international law and a multilateral system that reflects our enlightened long-term interests as a global community. Minister (Foreign Affairs) Dr Vivian Balakrishnan deposited Singapore's instrument of ratification of the Agreement under the UN Convention on the Law of the Sea (UNCLOS) on the Conservation and Sustainable Use of Marine Biological Diversity of Areas Beyond National Jurisdiction (BBNJ Agreement) at the UN Treaty Event, reaffirming Singapore's commitment to UNCLOS and support for the UN's critical role in establishing and upholding the rules-based international order. The BBNJ Agreement is a historic achievement and a critical boost for global efforts to protect the marine</p>	<p>We will continue to engage small states at the UN through the FOSS and champion the interests of small states as FOSS Chair, including through organising impactful dialogues and subsequent iterations of the FOSS FP as well as profiling the renewed "FOSS for Good" technical assistance package.</p> <p>For UNFCCC climate change negotiations, we will work to safeguard and advance our interests at the 30th Conference of the Parties (COP-30) to the UN Framework Convention on Climate Change (UNFCCC) in November 2025. We will also continue to participate actively in other climate change fora outside the UNFCCC to pursue 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 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</p>

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		<p>environment, of which the negotiations were successfully presided over by then-Ambassador for Oceans and Law of the Sea Issues Rena Lee. Minister (Foreign Affairs) also announced the renewal of the "FOSS for Good" (FFG) technical assistance package from FY2025 to FY2026 to support the development priorities of Forum of Small States (FOSS) in the areas of digital governance and inclusion.</p>	<p>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 ramp up preparations for our 4th UPR, which is likely to take place in May 2026.</p>
		<p>We demonstrated Singapore's longstanding commitment to multilateralism by participating actively in the SOTF negotiations, which culminated in the successful adoption of its outcome document, the Pact for the Future. We worked with fellow small states, including through the FOSS, to support the SOTF process by injecting moderate and constructive voices amid difficult negotiations. We also worked closely with the Pact's co-facilitators, Germany and Namibia, to help shepherd the Pact towards its adoption. 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 report's recommendations were discussed by UN Member States and contributed to the shaping of the Pact. Then-SM's participation in the HLAB, as well as Singapore's continued contributions to the SOTF process, thereafter, demonstrated our concrete support for efforts to revitalise multilateralism and the UN to ensure that these are future-ready and fit-for-purpose.</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) and Commission on Narcotic Drugs (CND). We will also continue to play an active and constructive role at the International Atomic Energy Agency (IAEA), consistent with Singapore's interests in nuclear safety, security, and safeguards. We will participate in the Third Preparatory Committee for the Eleventh Review Conference of the Treaty on the Non-Proliferation of Nuclear Weapons (NPT) in 2025.</p>
		<p>We supported a year-long collaborative project between the International Peace Institute (IPI) and the S. Rajaratnam School of International Studies (RSIS) which culminated in the launch of a report entitled "Small States and the Future of Multilateralism" in September 2024. Minister (PMO) and Second Minister (Education) (Foreign Affairs) Dr Mohamad Maliki Osman officiated the launch event. The report, which draws from a series of roundtable discussions and interviews involving FOSS Member States, examines the critical role that small states can play in advancing multilateralism against the backdrop of intensifying geopolitical tensions and global challenges.</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; (c) ICJ for the term 2027 – 2036, at elections to be held in 2026; and (d) Commission on Narcotic Drugs (CND) for the term 2028 – 2031, at elections to be held in 2027.</p>
		<p>We hosted the 12th and 13th iterations of the FOSS Fellowship Programme (FP) in Singapore in February and August 2024 respectively for New York-based Permanent Representatives. In November 2024, we supported IMDA with the inaugural 2nd Digital FOSS FP, 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. We also worked closely with IMDA to profile the launch of the AI Playbook for Small States and the Digital Inclusion Playbook 2.0: From Access to Empowerment in a Dynamic World during the 79th UNGA Session High-Level Week (HLW) in September 2024 and the 27th Commonwealth Heads of Government Meeting in October 2024.</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 (LOS) Omnibus and the "Sustainable Fisheries" resolutions, as well as promote the ratification of the BBNJ, including through participating in the 3rd UN Ocean Conference in Nice, France. 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 our joint nomination with Malaysia of Chingay in March 2025.</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 position Singapore as a key Member State in global public health discussions through our engagement with global actors, including the World Health Organization (WHO).</p>
		<p>In October 2024, we announced Singapore's intention to nominate Ambassador for International Law Rena Lee as a Judge of the International Court of Justice (ICJ) for the term 2027 – 2036, at elections to be held in 2026. Ambassador Lee is the first Singaporean to be nominated for the ICJ elections since Singapore joined the UN in 1965 and she will also be the first woman candidate for the ICJ elections from Southeast Asia. Ambassador Lee's nomination underscores Singapore's continued commitment to supporting the work of the ICJ as the</p>	<p>We will continue to support Singapore's constructive participation in the 28th International Seabed Authority (ISA) Session in Kingston, Jamaica, including as a Member of the ISA Council.</p>
			<p>We will continue to strengthen our engagement and collaboration with the World Intellectual Property Organisation (WIPO), including the WIPO Singapore Office. We will continue to support Director-General Daren Tang's priorities and efforts at WIPO to make IP more accessible to the man-in-the-street and commercialising IP to deliver tangible benefits to businesses and consumers.</p>
			<p>We will continue to play an active and constructive role at the World Trade Organisation (WTO), and exercise thought leadership and shape discussions on key issues such as WTO reform, reform of the dispute settlement system, and mainstreaming plurilateral initiatives.</p>
			<p>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</p>

Desired Outcome	Performance Indicator	Actual FY2023/ Revised FY2024	Estimated FY2025
		<p>principal judicial organ of the UN and reflects our abiding commitment to upholding international law and the principles of the UN Charter more broadly.</p>	<p>WTO maintains its relevance, including through the use of plurilaterals to address new and emerging issues such as digital trade, and trade and climate change.</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. Under Singapore's Chairmanship, we secured concrete, action-oriented progress such as the development and operationalisation of the Global Points of Contact directory and the adoption of three annual progress reports by consensus.</p>	<p>Singapore, along with co-convenors Australia and Japan, will work to conclude the JSI on E-Commerce and seek incorporation of the Agreement into the WTO's legal architecture.</p>
		<p>Working with AGC and MOH, we boosted Singapore's profile as a constructive player in global public health and safeguarded our interests during Intergovernmental Negotiating Body (INB) meetings on the Pandemic Agreement.</p>	<p>We will continue to cultivate and deepen relationships with key stakeholders, including like-minded Members, WTO Director-General Ngozi Okonjo-Iweala, and her leadership team.</p>
		<p>We continued to profile our progress in sustainable development.</p>	<p>Singapore will continue our active contribution to the G20 under the South African 2025 G20 Presidency's theme of "Solidarity, Equality, and Sustainability". 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.</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>As our observership of the Arctic Council (AC) will be up for review in 2025-26, MFA will work with agencies to continue our active engagement of and contribution to the AC in a Whole-of-Government (WOG) effort and seek support from AC Member States for our observership renewal. Concurrently, 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. Retaining our observership of the AC will also aid our efforts in monitoring such developments.</p>
		<p>We continued to safeguard our interests in UN Framework Convention on Climate Change (UNFCCC) negotiations, including the 58th Session of the UNFCCC Subsidiary Bodies (SB-58) held in Bonn in June 2023, the 28th Conference of the Parties to the UNFCCC (COP-28) in Dubai in December 2023, and COP-29 in Baku, Azerbaijan, in November 2024. Minister (SE) Grace Fu led the inter-agency delegation to COP-29, during which we safeguarded and advanced Singapore's climate finance interests vis-à-vis the adoption of a New Collective Quantified Goal on Climate Finance (NCQG).</p>	<p>We will continue to participate in the IORA to protect our interests as a maritime and trading nation.</p>
		<p>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 (HLPMTI) – established by then-President of the 76th 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 HLPMTI's final report was submitted in September 2023. The MVI was subsequently adopted in a resolution by consensus by the 78th UNGA in August 2024.</p>	<p>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.</p>
		<p>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</p>	

Desired Outcome	Performance Indicator	Actual FY2023/ Revised FY2024	Estimated FY2025
		<p>and played an active and constructive role. We also participated in the Second Preparatory Committee for the Eleventh Review Conference of the Treaty on the Non-Proliferation of Nuclear Weapons (NPT) in Geneva in July-August 2024.</p>	
		<p>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; (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; and (g) the UN Commission for International Trade Law (UNCITRAL) for the term 2025 – 2031, at elections held in November 2024.</p>	
		<p>We continued to be actively engaged in groups such as the G77 & China, Non-Aligned Movement (NAM), and Alliance of Small Island States (AOSIS), which are important developing country groupings. 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. Minister (PMO) and Second Minister (Education) (Foreign Affairs) 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. He also participated at the XIX NAM Summit and the G77 and China Third South Summit in January 2024 in Uganda, as well as the fourth International Conference on Small Island Developing States (SIDS4) in May 2024, in Antigua and Barbuda. At SIDS4 he launched the "SIDS of Change" technical assistance package with customised courses for SIDS.</p>	
		<p>We maintained our engagement of fellow Commonwealth States and the Commonwealth process. PM and Minister (Finance) Lawrence Wong and Minister (Foreign Affairs) Dr Vivian Balakrishnan participated in the CHOGM in Apia, Samoa from 23 to 26 October 2024, reaffirming our support for the Commonwealth. They had 14 bilateral meetings and pull-asides on the sidelines of CHOGM. PM underscored our commitment to support developing countries through capacity building on digital technology under the Singapore Cooperation Programme (SCP). This was well-appreciated by Commonwealth States.</p>	
		<p>As the Chair of the IMC on Export Controls, we also worked closely with relevant agencies to ensure Singapore's compliance with the relevant UN Security Council resolutions, including those pertaining to the proliferation of weapons of mass destruction.</p>	
		<p>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</p>	

Desired Outcome	Performance Indicator	Actual FY2023/ Revised FY2024	Estimated FY2025
		<p>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.</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). We were successful in our multinational bid (submitted in March 2023) to inscribe the <i>kebaya</i> on the ICH Representative List, together with Brunei, Indonesia, and Malaysia, and our upcoming joint nomination of Chingay with Malaysia (to be submitted in March 2025). As a Member State of UNESCO, we continue to actively participate in the meetings of the UNESCO Executive Board, the UNESCO Intergovernmental Committee for the Safeguarding of Intangible Cultural Heritage, and the UNESCO World Heritage Committee. We also participated in the G20 Culture Ministers' Meeting in November 2024 in Salvador, Brazil.</p>	
		<p>We continued to play an active and constructive role at the World Intellectual Property Organisation (WIPO). Besides participating in the 65th General Assemblies, we worked with other Member States to shape discussions at WIPO so that the benefits of Intellectual Property (IP) would be enjoyed by all. We also supported the efforts of Director General Daren Tang, the first Singaporean to head a major UN body, to conclude the WIPO Genetic Resources and Associated Traditional Knowledge (GRATK) Treaty and Riyadh Design Law Treaty (RDLT) at the WIPO Diplomatic Conferences in May and November 2024. We stepped up collaboration with the WIPO Singapore Office (WSO) to consolidate its role as the regional IP hub.</p>	
		<p>At the World Trade Organisation (WTO), we continued to play an active and constructive role in strengthening the open, rules-based multilateral trading system. We demonstrated thought leadership by contributing ideas like "flexible multilateralism" and "responsible consensus" to the discussions on WTO reform. Singapore participated actively in the 13th Ministerial Conference (MC13) held in February 2024 in Abu Dhabi and contributed to the outcomes of MC13.</p>	
		<p>As one of the co-convenors of the WTO Joint Statement Initiative (JSI) on E-commerce, Singapore, together with Australia and Japan, worked hard to achieve a stabilised text in July 2024.</p>	
		<p>Singapore demonstrated its commitment to support and strengthen the WTO by being the second Member to deposit its instrument of acceptance for the Agreement on Fisheries Subsidies. We are the first Member to participate in the WTO Secondment Programme.</p>	
		<p>As an invited guest country of India and Brazil during their respective 2023 and 2024 G20 Presidencies, we participated actively in the G20 process including the numerous sectoral Ministerial meetings and the Summits.</p>	
		<p>As an observer at the Arctic Council (AC), Singapore participated in various AC and Arctic-related meetings, including the Arctic Science Ministerial Meeting in May</p>	

Desired Outcome	Performance Indicator	Actual FY2023/ Revised FY2024	Estimated FY2025
Develop goodwill towards Singapore by sharing our developmental experience with partners through our technical assistance programme	<p>2023, the Arctic Circle Assemblies in October 2023 and 2024. Singapore also participated in Arctic related events hosted by Arctic States such as the Arctic Encounter Symposium in March 2023 in Alaska (US) and the Arctic Circle Satellite Forums in the past few years (including Japan in 2023, and Germany in 2024). MFA also coordinated the representation of agencies such as MPA, NParks and NEA at relevant AC Working Group meetings. These engagements keep us abreast of the impact of developments in the Arctic on climate change, as well as the opening of new maritime trade routes.</p> <p>Singapore continued to play a constructive role in the IORA and participated in the biannual IORA Committee of Senior Officials (CSO) as well as the IORA Guidelines on IUU Fishing Workshop.</p> <p>More than 150,000 foreign government officials from over 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, including climate change, while supporting the UN 2030 Agenda.</p> <p>To commemorate the 30th anniversary of the SCP in 2022, the SCP launched the Sustainability Action Package (SAP) which runs for three years (2023 – 2026). It comprises capacity-building programmes covering four key themes: (a) adaptation and resilience-building strategies; (b) green project management and financing; (c) low carbon development; and (d) carbon markets. The programmes bring together diverse knowledge partners from the public and private sectors, non-profit and international organisations to share best practices on tackling sustainability and climate issues. The SAP also consists of consultancy and advisory projects in Southeast Asia. In FY2023, 34 courses were conducted under the SAP, with another 35 SAP courses conducted in FY2024. Two consultancy projects with Indonesia were also completed in FY2024.</p> <p>We launched our latest package for Small Island Developing States (SIDS), called "SIDS of Change", at the Fourth International Conference on Small Island Developing States held in Antigua & Barbuda in May 2024. It offers (i) priority placement for SCP courses; (ii) customised programmes on blue carbon and digitalisation and other programmes upon request; and (iii) civil aviation and maritime fellowships. To date, we have trained over 12,000 SIDS officials under our SCP programmes.</p> <p>The FFG package was renewed for another two years from FY2025 to FY2026 to support the development priorities of Member States from the FOSS. These include the areas of Digital Governance and Digital Inclusion. The first two-year FFG package was launched in 2022 to commemorate FOSS' 30th Anniversary. Under this package, we conducted six programmes for more than 120 officials from FOSS Member States covering themes such as Digital Transformation and Public Governance.</p> <p>The SCP has continued to prioritise human capital development for our ASEAN neighbours, through programmes of our own and collaboration with like-minded partners such as Chile, Thailand, Japan, Morocco, the ROK, UK and the US. We also continued to support ASEAN's capacity building efforts to tackle regional and trans-boundary issues such as illegal immigration and illicit drugs through conducting the ASEAN Border Leadership Exchange Programme and Integrated Narcotics</p>	<p>The suite of capacity building programmes under the SCP will continue to evolve to advance Singapore's international diplomacy and profile our contributions to the development needs of fellow developing countries.</p> <p>SCP will continue to support the UN 2030 Agenda through innovative partnerships with International Organisations such as the WTO, WIPO, IMF, IMO, ICAO, WHO, UN-Habitat, UNICEF and UNDRR, as well as local agencies and NGOs. In response to the priorities of fellow developing countries, the SCP will give greater focus to sustainability and climate change. We will also introduce a new focus area on International Law and Arbitration in the FY2025 SCP calendar covering Singapore's perspective on the legal frameworks that shape international relations and their importance in addressing pressing global challenges.</p> <p>We will continue to work with our existing and new Third Country Training Programme (TCTP) partners to provide targeted capacity building for ASEAN, Africa, the Pacific Islands, Arctic Council Permanent Participants, and Caribbean Community (CARICOM) and meet requests for customised training where we have the relevant expertise. We also plan to sign a MOU with Chile to formalise our long-standing Joint Training Programme to a TCTP, and to renew the Singapore-IAEA TCTP MOU at a suitable opportunity. We will also commemorate the 10th year anniversary of our partnership with the UNDRR in 2025.</p> <p>We will continue to prioritise human capital development for our ASEAN neighbours through programmes conducted on our own, collaboration with like-minded partners and the IAI. A Leadership Training Programme for Senior Laotian Officials will be introduced in FY25. With Timor-Leste's inclusion as an IAI beneficiary, we will also extend IAI Calendar courses to include Timor-Leste in FY25.</p> <p>As part of Singapore's ongoing commitment to support the capacity-building needs of the Palestinian Authority, we will work on expanding the scholarships under the ETAP to offer five undergraduate scholarships. This will further demonstrate our commitment to help the Palestinian people. Concurrently, we will increase the postgraduate scholarships offered from three to five. This will make it a total of ten scholarships annually.</p> <p>We will increase the profile and raise awareness of the SCP through suitable media platforms to support our larger foreign policy objectives. Amid an increasingly complex communications landscape and the shift of audiences towards digital platforms, the SCP website</p>	

Desired Outcome	Performance Indicator	Actual FY2023/ Revised FY2024	Estimated FY2025
		<p>Enforcement Programme under the ASEAN Training Awards (ATA) in FY2023 and FY2024.</p> <p>In support of Laos' 2024 ASEAN Chairmanship, we offered a Singapore-Laos Enhanced Cooperation Package (SLECP) in FY2022 which consisted of nine capacity-building courses on English language skills, audit techniques, protocol and visits. A total of 240 Laotian officials were trained under this package, which concluded in February 2024. In addition, we conducted courses for ASEAN Secretariat officials under the Enhanced Technical Assistance Programme (ETAP) for the Strengthening of the ASEAN Secretariat (FY2022 – FY2024). In FY2024, we also piloted our first in-country course for provincial officials in Ho Chi Minh City (HCMC) on "Digital Government Transformation Strategies".</p> <p>Our Singapore Cooperation Centres (SCCs) in Cambodia, Laos, Myanmar, and Vietnam (CLMV) have also 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. To date, we have trained close to 48,000 CLMV officials at the SCCs.</p> <p>Through our Third Country Training Programmes/Joint Training Programmes (TCTP/JTPs), we also reinforced international recognition of Singapore as an effective, constructive, and reliable partner through collaborations with like-minded countries to provide development assistance. In FY24, we commemorated the 30th anniversary of the Japan-Singapore Partnership Programme for the 21st Century (JSPP21). We also strengthened capacity-building collaboration with the US through the fourth renewal of the Singapore-United States TCTP, where the scope was expanded to include participants from Timor-Leste and the Pacific Island States in addition to ASEAN. Discussions are also underway to institutionalise our Joint Training Programme with Chile. We also conducted capacity-building programmes on emerging topics to demonstrate Singapore's thought leadership. For example, we conducted a workshop on Blue Carbon Policy in October 2023 under the Singapore-UK TCTP. We will also be running a course on Carbon Capture, Utilisation and Storage Technologies under the Singapore-UK TCTP in February 2025.</p> <p>The SCP also continued to build a strong network of partners and expanded our outreach to diverse regions. Following the signing of a Letter of Intent with Morocco in 2022, we organised three joint courses. The courses, alternating annually between Morocco and Singapore, are conducted for African and AMS officials, respectively. In February 2024, a Memorandum of Understanding on International Cooperation Development was signed with Argentina to jointly provide capacity-building programmes. We signed an MOU with Kazakhstan on Capacity Building Programme for Government Officials of the Central Asian countries in May 2023, with a joint pilot course organised in Kazakhstan in April 2024. We also partnered Colombia to conduct a pilot course in Colombia for the Caribbean community in May 2024. The inaugural course under the Singapore-Brazil TCTP took place in Singapore in September 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), IMO and ICAO. We also supported training programmes conducted</p>	<p>will be refreshed to better profile SCP's offerings, making it more interactive to enhance users' experience.</p>

Desired Outcome	Performance Indicator	Actual FY2023/ Revised FY2024	Estimated FY2025
Prompt and effective consular services for Singaporeans	Timely and effective consular services for Singaporeans – less than 5% negative feedback on consular cases	<p>by International Monetary Fund (IMF)-Singapore Regional Training Institute (STI) to help address the needs of developing countries.</p> <p>In FY2023 and FY2024, the SCP continued to run customised courses and study visits in response to requests for development assistance from the ASEAN Secretariat, Cambodia, China, Indonesia, IORA, Laos, Maldives, Oman, Tonga 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, study visits and scholarships in areas relevant and in line with the Palestinians' development priorities under the Enhanced Technical Assistance Package (ETAP) for the Palestinian Authority. Since 2017, we have awarded 14 scholarships to Palestinian officials, including three for AY2024. In 2023, four customised courses and study visits were conducted under the ETAP for Palestinian Authority officials, on topics such as used water management and pandemic management. In July 2024, we conducted a course on "Transforming Public Service with the Power of Artificial Intelligence" for Palestinian Authority officials.</p> <p>To signal Singapore's interest in our continued engagement with Africa and to commemorate the SCP's 30th anniversary, then-PM Lee 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 conducted a training programme on Trade Negotiations for Africa in January 2024.</p> <p>Singapore has continued to reaffirm its commitment to support Timor-Leste's preparation for its membership in ASEAN, through the special technical assistance package for Timor-Leste – the STARS package which we launched in December 2022. The STARS package covers two main priority areas – ASEAN knowledge and skills training, as well as capacity-building in education. Three courses under the STARS package were conducted in January, June, and September 2024 respectively.</p> <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 runs 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. The first two courses under the SPARKS package took place in May and November 2024.</p> <p>The SCP has also continued to build bridges with new generations of foreign political and public service leaders through leadership and cultivation programmes in 2023 and 2024.</p> <p>MFA continues to render assistance to Singaporeans overseas with the resumption of overseas travel. In FY2023, MFA handled 3,843 consular cases and 312,534 consular enquiries. Of these, complaints and negative feedback constituted less than 5% of all consular cases.</p> <p>MFA's Consular Response Centre (CRC) and Overseas Missions (OMs) provide Singaporeans with 24-hour access to consular assistance.</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 OMs and HQ can be performed in a safe and efficient manner. MFA's CRC remains an integral part of our first response to Singaporeans requiring consular assistance when overseas and we will continue to enhance and improve its service delivery. As part of the WOG approach, MFA will continue to work with agencies on initiatives to transform and digitalise the

Desired Outcome	Performance Indicator	Actual FY2023/ Revised FY2024	Estimated FY2025
Build domestic support for Singapore's foreign policy	Promote a better understanding of the fundamentals of Singapore's foreign policy among Singaporeans	<p>We have recorded 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>The CRC comprising our 24/7 consular first responder team continues to augment MFA's ability to render assistance to Singaporeans in distress overseas. In FY2023, MFA's CRC responded to 8,593 calls and 6,793 e-mails.</p> <p>To maintain our ability to render consular assistance in countries/regions where we do not have a resident Mission, MFA operationalised a new Honorary Consul-General in Lima (Peru) and Honorary Consuls in Bogotá (Colombia), Vienna (Austria), and Budapest (Hungary) in FY2023.</p> <p>In FY2023, Consular rolled out the Consular Case Management System (CCMS) to manage consular cases beyond using emails and physical files. The system allows automated filing (e-filing) of cases which were otherwise filed in physical folders. The e-filing of cases provides easy storage and retrieval of both long standing and past cases including a convenient access to case histories. CCMS also allows Consular to track numbers and trends for better assessment of Consular workload. Negative feedback on consular cases can be filed and tracked. Moving forward, this will allow Consular to have an additional platform to track negative feedback on consular cases as a percentage of all consular cases quantitatively.</p> <p>In FY2024, Consular embarked on an eRegister media campaign to raise awareness among Singaporeans to register themselves with MFA when they are travelling abroad. eRegistering will enable MFA to reach out to registrants, and provide prompt and effective consular assistance to Singaporeans in the event of an emergency.</p>	<p>delivery of consular services to the public. We will further our Consular outreach efforts by continuing to encourage eRegistration and promote good travel practices in Singaporeans and cultivate awareness and self-reliance among Singaporean travellers.</p> <p>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 positions based on our national interests.</p> <p>Crucially, MFA will also work with partner agencies to ensure that key messages reach various target groups, such as local media, students, young professionals, members of the business community, interfaith groups, as well as the broader public.</p>