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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

FY2026 EXPENDITURE ESTIMATES

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026	Change Over Revised FY2025	
		\$	\$	\$	\$	\$	%
	TOTAL EXPENDITURE	534,287,513	597,773,800	586,273,800	644,652,500	58,378,700	10.0
	MAIN ESTIMATES						
	OPERATING EXPENDITURE	518,070,853	561,173,800	550,173,800	597,952,500	47,778,700	8.7
	<i>RUNNING COSTS</i>	<i>427,841,081</i>	<i>464,947,000</i>	<i>457,597,200</i>	<i>498,914,200</i>	<i>41,317,000</i>	<i>9.0</i>
	Expenditure on Manpower	238,751,791	261,069,100	263,411,700	280,404,300	16,992,600	6.5
1200	Political Appointments	1,903,074	2,009,600	2,339,900	2,035,200	(304,700)	(13.0)
1500	Permanent Staff	214,423,485	231,685,800	237,784,300	253,338,300	15,554,000	6.5
1600	Temporary, Daily-Rated and Other Staff	22,425,232	27,373,700	23,287,500	25,030,800	1,743,300	7.5
	Other Operating Expenditure	189,089,290	203,877,900	194,185,500	218,509,900	24,324,400	12.5
2100	Consumption of Products and Services	146,231,944	158,044,600	144,172,100	179,251,000	35,078,900	24.3
2200	Maintenance	—	—	—	21,342,400	21,342,400	n.a.
2300	Staff Development and Well-Being	—	—	—	9,451,600	9,451,600	n.a.
2300A	Manpower Development	9,444,027	11,039,200	12,386,300	—	(12,386,300)	(100.0)
2400	International and Public Relations, Communications	27,203,237	26,128,600	27,757,300	5,175,500	(22,581,800)	(81.4)
2700	Asset Acquisition	3,321,154	5,528,300	6,453,000	735,600	(5,717,400)	(88.6)
2800	Miscellaneous	2,888,929	3,137,200	3,416,800	2,553,800	(863,000)	(25.3)

Code	Object Class	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026	Change Over Revised FY2025	
		\$	\$	\$	\$	\$	%
	<i>TRANSFERS</i>	90,229,772	96,226,800	92,576,600	99,038,300	6,461,700	7.0
3600	Transfers to Institutions and Organisations	8,495,891	9,630,900	10,775,300	11,029,900	254,600	2.4
3800	International Organisations and Overseas Development Assistance	81,733,881	86,595,900	81,801,300	88,008,400	6,207,100	7.6
	OTHER CONSOLIDATED FUND OUTLAYS	5,317,791	15,000,000	15,000,000	16,450,000	1,450,000	9.7
4600	Loans and Advances (Disbursement)	5,317,791	15,000,000	15,000,000	16,450,000	1,450,000	9.7
	DEVELOPMENT ESTIMATES						
	DEVELOPMENT EXPENDITURE	16,216,660	36,600,000	36,100,000	46,700,000	10,600,000	29.4
5100	Government Development	16,216,660	36,600,000	36,100,000	46,700,000	10,600,000	29.4

Establishment List

Category/Personnel	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
POLITICAL APPOINTMENTS	3	3	3	4
Minister	2	2	1	1
Senior Minister of State	1	1	1	1
Minister of State	–	–	1	2
PERMANENT STAFF	1,026	1,163	1,101	1,189
Accounting Profession (2008)	3	3	1	1
Administrative	5	5	4	4
Finance Profession Scheme (2024)	–	–	7	7
Foreign Service (2002)	628	725	620	691
Foreign Service Administration Specialist Scheme	362	404	396	425
Foreign Service Technical and Administrative Support	–	–	2	1
Home Affairs Services (ICA) 2017	16	11	12	12
Home Affairs Uniformed Services (Police) 2016	–	–	1	1
Information Service (2008)	–	–	4	4
Language Executive Scheme (2008)	2	1	–	–
Legal	1	1	1	1
Management Executive Scheme (2008)	1	1	11	11
Management Support Scheme (Language Officer)	2	2	–	–
Operations Support	6	10	12	11
Others	–	–	30	20
TEMPORARY, DAILY-RATED & OTHER STAFF	499	554	507	527
Locally Recruited Staff	499	554	507	527
TOTAL	1,528	1,720	1,611	1,720

FY2025 BUDGET

The revised FY2025 total expenditure of the Ministry of Foreign Affairs is expected to be \$586.27 million. This is an increase of \$51.99 million or 9.7% compared to the actual FY2024 total expenditure of \$534.29 million. Of the revised FY2025 total expenditure, \$550.17 million or 93.8% is for operating expenditure while \$36.10 million or 6.2% is for development expenditure.

Operating Expenditure

The revised FY2025 operating expenditure of the Ministry of Foreign Affairs is expected to be \$550.17 million. This is an increase of \$32.10 million or 6.2% compared to the actual FY2024 operating expenditure of \$518.07 million. The increase is mainly due to higher expenditure on manpower.

Development Expenditure

The revised FY2025 development expenditure of the Ministry of Foreign Affairs is expected to be \$36.10 million. This is an increase of \$19.88 million or 122.6% compared to the actual FY2024 development expenditure of \$16.22 million. The increase is mainly due to expenditures for a major development project.

Other Consolidated Fund Outlays

The revised FY2025 other consolidated fund outlays of the Ministry of Foreign Affairs are expected to be \$15.00 million. This is an increase of \$9.68 million or 182.1% compared to the actual FY2024 other consolidated fund outlays of \$5.32 million. The increase is mainly due to ad-hoc cashflows required for the overseas operations of the Ministry.

FY2026 BUDGET

The FY2026 total expenditure of the Ministry of Foreign Affairs is projected to be \$644.65 million. This is an increase of \$58.38 million or 10.0% compared to the revised FY2025 total expenditure of \$586.27 million. Of the FY2026 total expenditure, \$597.95 million or 92.8% is for operating expenditure while \$46.70 million or 7.2% is for development expenditure.

Operating Expenditure

The FY2026 operating expenditure of the Ministry of Foreign Affairs is projected to be \$597.95 million. This is an increase of \$47.78 million or 8.7% compared to the revised FY2025 operating expenditure of \$550.17 million. The increase is mainly due to higher expenditure on manpower, IT-related expenditure, and Singapore's assumption of the ASEAN Chairmanship in January 2027

Development Expenditure

The FY2026 development expenditure of the Ministry of Foreign Affairs is projected to be \$46.70 million. This is an increase of \$10.60 million or 29.4% compared to the revised FY2025 development expenditure of \$36.10 million. The increase is mainly due to new development projects planned for the year.

Other Consolidated Fund Outlays

The FY2026 other consolidated fund outlays of the Ministry of Foreign Affairs are projected to be \$16.45 million. This is an increase of \$1.45 million or 9.7% compared to the revised FY2025 other consolidated fund outlays of \$15.00 million. The increase is mainly due to 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	498,914,200	99,038,300	597,952,500	46,700,000	644,652,500
	Total	498,914,200	99,038,300	597,952,500	46,700,000	644,652,500

Development Expenditure by Project

Project Title	Total Project Cost	Actual Expenditure Up to End of FY2023	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
		\$	\$	\$	\$	\$
DEVELOPMENT EXPENDITURE	...	...	16,216,660	36,600,000	36,100,000	46,700,000
GOVERNMENT DEVELOPMENT	...	...	16,216,660	36,600,000	36,100,000	46,700,000
FOREIGN AFFAIRS PROGRAMME						
HQ Building Projects	...	...	11,400	–	–	4,000,000
ICT Projects	...	...	1,642,618	1,300,000	650,000	450,000
Overseas Properties Projects	...	...	4,120,951	24,300,000	24,200,000	24,500,000
Minor Development Projects	...	...	10,441,691	11,000,000	11,250,000	17,750,000

KEY PERFORMANCE INDICATORS

Desired Outcomes

- Advancement of Singapore's national interests through the conduct of our foreign relations and working through regional and international organisations
- Reinforcing international recognition of Singapore as an effective, constructive, and reliable partner
- Prompt and effective consular services for Singaporeans
- Building domestic support for Singapore's foreign policy

Key Performance Indicators

Desired Outcome	Performance Indicator	Actual FY2023	Actual FY2024	Revised FY2025	Estimated FY2026 ¹
Advancement of Singapore's national interests through the conduct of our foreign relations and working through regional and international organisations	No. of Head of State (HOS)-level visits ²	25	38	29	22
	No. of Head of Government (HOG)-level visits ³	35	35	29	23
	No. of Political Office Holder (POH)-level visits ⁴	136	135	124	59
	No. of Senior Official-level visits ⁵	47	46	46	32
Reinforcing international recognition of Singapore as an effective, constructive, and reliable partner	No. of candidatures to international organisations supported ⁶	3	2	5	4
	Total no. of foreign officials who participated in courses under the Singapore Cooperation Programme ⁷	6,171	5,710	5,766	≥5,766 ⁸
	Total no. of capacity building courses conducted under the Singapore Cooperation Programme	265	247	240	≥240 ⁸
	No. of international media engagements by MFA POHs/Head of Missions	122	136	155	162
Prompt and effective consular services for Singaporeans	No. of consular cases handled	3,843	2,361	3,106	3,106
	No. of consular enquiries handled	312,534	239,726	194,523	153,674
Building domestic support for Singapore's foreign policy	No. of local public diplomacy projects, media interviews and engagements with the public done by MFA POHs and officers	75	87	92	96

¹ Based on projections available at the point of data collection.

² Refers to the President of Singapore's outgoing visits and incoming foreign HOS-level visits.

³ Refers to the Prime Minister of Singapore's outgoing visits and incoming foreign HOG-level visits.

⁴ Refers to incoming and outgoing visits where a POH was Head of Delegation.

⁵ Refers to incoming and outgoing visits where a Permanent Secretary or Deputy Secretary was Head of Delegation.

⁶ Refers to the number of Singapore delegations and representatives supported by MFA for elections to international organisations.

⁷ The Singapore Cooperation Programme provides technical assistance to foreign government officials from developing countries.

⁸ The number of participants and courses are projected to increase as MFA steps up development assistance through new development partnerships and capacity building courses.