ANNUAL REPORT

2022 – 2023

Civil Service College Singapore

CIVIL SERVICE COLLEGE ANNUAL REPORT FOR THE YEAR ENDED 31 MARCH 2023

In the opinion of the Directors, the annual report of the Civil Service College is drawn up so as to present fairly the state of affairs of the Civil Service College as at 31 March 2023.

BOARD OF DIRECTORS
(AS AT 31 MARCH 2023)

Mr Loh Khum Yean (Chairman)

Permanent Secretary,
Public Service Division,
Prime Minister's Office

Permanent Secretary,
Ministry of Law

Ms Ong Toon Hui

Dean and Chief Executive Officer (CEO),
Civil Service College (CSC)

Deputy Secretary (Leadership),
Public Service Division,
Prime Minister's Office

Ms Ang Wan May

Managing Partner,
Egon Zehnder International, Singapore

Mr Clarence Ti

Deputy President (Administration),
National University of Singapore

Mr Cyril Chua

Managing Director,
Robinson LLC

Mr Henrik Bresman

Associate Professor (Organisational Behaviour),
INSEAD

Mr Joseph Leong

Permanent Secretary (Communications and
Information),
Ministry of Communications and Information

Permanent Secretary (Cybersecurity) and
Permanent Secretary (Smart Nation and Digital
Government),
Prime Minister's Office

Dr Lee Shiang Long

Group Chief Technology and Digital Officer,
ST Engineering

Mr Mohammad Shariq Barmaky

Regional Managing Partner,
Audit and Assurance,
Deloitte Southeast Asia

Mr Pang Kin Keong

Permanent Secretary,
Ministry of Home Affairs

Mr Paul Choo

Chief Human Resources Officer,
Bridgestone Asia Pacific

Ms Sasha Foo

Managing Director,
DBS

Ms Tan Gee Keow

Permanent Secretary,
Ministry of Culture, Community and Youth

Mr Wahab Yusoff

Vice-President,
Asia Pacific and Japan,
Delinea

Board Secretary: Mr Patrick Lau, Assistant CEO (Strategy and Transformation), CSC

ABOUT
CIVIL SERVICE COLLEGE

MISSION, VISION, TRANSFORMATION OUTCOMES AND VALUES

Our Mission

To develop people for a first-class Public Service

Our Vision

The heart of learning excellence and development for the Singapore Public Service

Our Learning Redefined Transformation Outcomes

CSC aspires to be a future-ready centre of learning for the Singapore Public Service, where our officers are anticipatory, connected and agile

Our Values

People: Value and appreciate them

Integrity: Uphold truth and fairness

Excellence: Strive to always do better

ORGANISATION STRUCTURE AND SENIOR MANAGEMENT TEAM

Information is accurate as at 31 March 2023

DEAN'S OFFICE

Ms Ong Toon Hui | Dean and CEO

Mr Patrick Lau | Assistant CEO (Strategy and Transformation)

Mr Hoe Wee Meng | Assistant CEO (Corporate)

Mr Roger Tan | Assistant CEO (International)

INSTITUTES

Institute of Governance and Policy

Build capabilities of public officers in public governance, policy development, public communications and engagement, and international relations.

Ms Penny Yapp | Institute Director

Institute of Leadership and Organisation Development

Develop leadership and organisation development capabilities through research, training and consultancy, to enable sustainable change and transformation in the Public Service.

Mr Clarence Chia | Institute Director

Ms Chia Nah Nah | Director

Institute of Public Administration and Management

Build capabilities in the areas of service management and delivery, strategic human resource management, public finance and law, public service foundational competencies and enforcement practices.

Mr Lam Kai Wah | Institute Director

Ms Michelle Wong | Director (Digital Capability Team)

Institute of Public Sector Leadership

Develop a pipeline of public service leaders through a suite of milestone programmes focusing on leadership development, public governance and its ethos in Singapore.

Mr Hoe Wee Meng | Assistant CEO (Corporate) and Institute Director

Mr Tan Chian Chern | Director

Civil Service College International

Build strategic partnerships through the sharing of Singapore's public service experience and best practices with the wider global community.

Mr Roger Tan | Assistant CEO (International)

BUSINESS SUPPORT UNITS

Digital Learning Services

Drive and enable digital learning for an integrated and seamless learning experience.

Mr Kelvin Tan | Director

Learning Futures Group

Develop strategies to thrive in the changing learning and development (L&D) environment by making sense of trends and signals impacting L&D; challenging prevailing assumptions; and growing the College's L&D capability and capacity to meet future organisational needs.

Ms Iva Aminuddin | Director

Programme Management Unit

Partner Institutes to provide end-to-end administrative and logistics support for training programmes and other forms of learning interventions so that learners enjoy a seamless experience in their learning journey.

Ms Michelle Wong | Director

Project INEX (INtegrated EXperience)

Drive the consolidation and integration of business requirements and needs across systems in the College, and develop an aligned and coherent view to provide a seamless learner and agency experience.

Ms Michelle Wong | Director

CORPORATE SERVICES

Communications and Customer Engagement

Steward corporate identity and customer intelligence, as well as communications and customer engagement with public agencies and public officers.

Ms Shireen Lim | Head

Corporate Development

Manage financial functions, estate and administrative matters, and resource centre.

Mr Lim Tong Kwang | Director

Data Office

Strengthen data infrastructure and expedite the development of data capabilities.

Mr Loke Chok Kang | Head

Human Resources

Nurture engaged and committed staff, develop professional competencies, promote Human Resources (HR) best practices, and maintain sound corporate governance.

Ms Mavis Tan | Director

CORPORATE SERVICES

Internal Audit

Provide independent assurance that College's risk management, governance and internal control processes are operating effectively.

Mr Hoe Wee Meng | Assistant CEO (Corporate)

Infocomm Technology

Develop technical infrastructure and harness digital technology to boost business efficiency and deliver good customer experience.
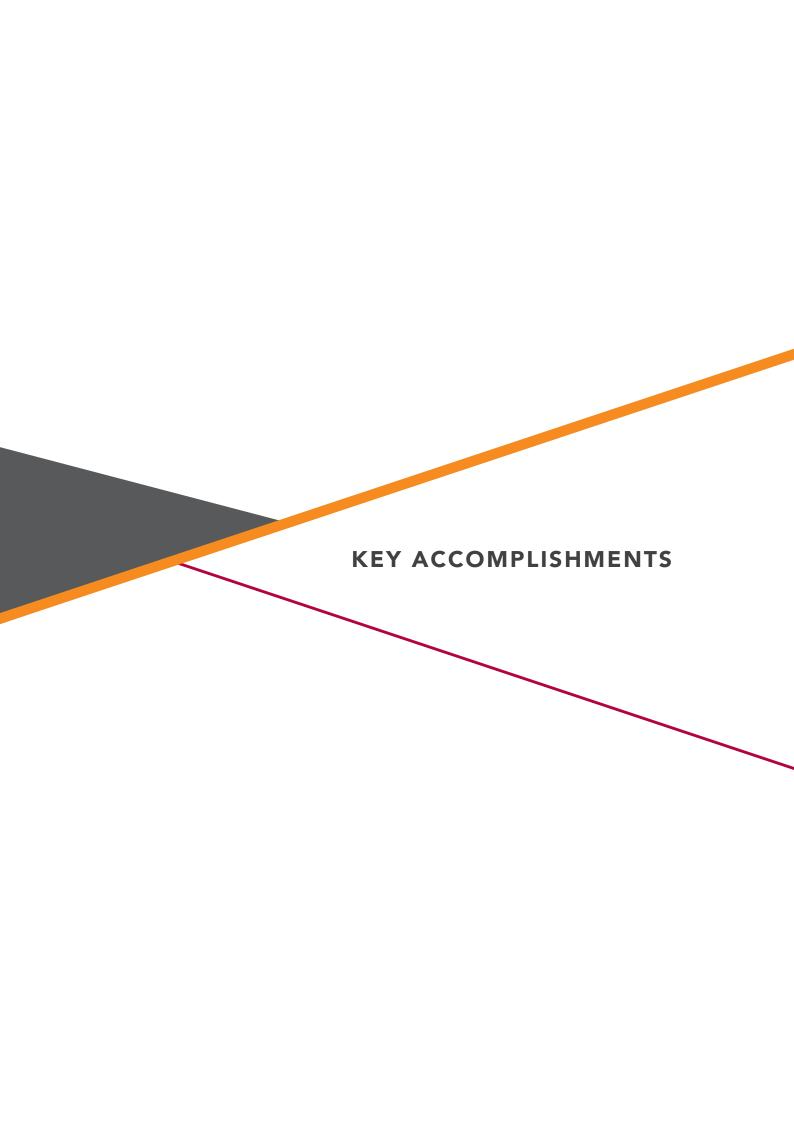
Mr Mike Lim | Chief Information Officer

Strategy and Transformation Office

Develop transformation strategy and roadmap, monitor progress of key projects, and ensure alignment of College's resources, including strategy, data, and business model.

Mr Patrick Lau | Assistant CEO (Strategy and Transformation)

MAJOR SHAREHOLDER OF SUBSIDIARY COMPANIES

All companies that the Statutory Board has a majority stake in

Name of Subsidiary Company	% Shareholdings in Company
CSC International Pte. Ltd.	100%

KEY ACCOMPLISHMENTS

At a Glance

CORPORATE RESULTS *(as at 31 March 2023)*

REACH *∗ Non-unique participants*

No. of Public Officers*:
48,538

No. of International Officers*:
3,166

No. of Programmes:
417

PRODUCTS AND SERVICES

1 ▶ **Value of Learning Programmes:**

SYNCHRONOUS

92.4%
of learners gave an average score of at least **4 out of 5** across the 3 indicators:
(i) Learning Engagement,
(ii) Learning Value and
(iii) Confidence in Application

ASYNCHRONOUS

86.1%
of learners gave an average score of at least **3.5 out of 5** across the 3 indicators:
(i) Learning Engagement
(ii) Learning Value
(iii) Confidence in Application

2 ▶ **Satisfaction with CSC's Consultancy Projects:**

90.4%

3 ▶ **Satisfaction with CSC's Research Products:**

96.4%

4 ▶ **Relevance of Offerings on LEARN:**

70.3%

of learners with activated LEARN accounts enrolled in at least two non-mandatory courses

OVERALL SATISFACTION

90%
of functional leads of Centre of Government Domain Areas were satisfied with CSC in supporting capability development in their priority area(s) of interest to drive Public Sector Transformation outcomes

90%
of government agencies and ministries were satisfied with CSC in supporting capability development in their organisation in alignment with Public Sector Transformation priorities

THE YEAR IN REVIEW

FY2022 was a year of transition for the Civil Service College (CSC) and the Public Service as Singapore moved to a COVID-endemic state. The College's strategy in retaining a mix of face-to-face and virtual offerings allowed us to make quick adjustments to evolving demands throughout the year, scaling up face-to-face offerings when safe management restrictions eased. The increased demand for in-person training was reflected in the College's business volume, which not only returned to but exceeded pre-pandemic levels.

To operate effectively in the new normal, CSC developed a strategy that focused on four business priorities:

1	**Rationalise and strengthen core domains and priority areas**
2	**Support the Public Service's shift towards competency-based human resource management and capability development**
3	**Meet customers' needs with speed and scale**
4	**Innovate and integrate learning delivery across modalities**

Business Priority 1:

Rationalise and strengthen core domains and priority areas

LEADERSHIP

To help leaders navigate the complexities of a post-pandemic world, CSC **extended learning support through a range of resources**, including monthly newsletters, a microsite featuring emergent leadership topics, as well as podcasts on issues like resilience, employee engagement and difficult conversations. Bite-sized learning was also developed to support new Directors in their critical transition to a larger leadership role.

With greater emphasis on **senior leadership team level interventions for more impactful change**, CSC scaled up the Leaders Building Leaders (LBL) movement through our consultancy services. CSC also piloted a diagnostic tool called "Leadership Team Effectiveness" in close partnership with INSEAD Business School, as a way of providing a 'health-check' on the processes, dynamics, and norms amongst members of a senior leadership team. To support the LBL movement and create a more impactful and targeted learning experience, CSC has reviewed its suite of leadership offerings. Efforts to refresh the curriculum are ongoing, and plans to design in-house, revamp or procure new offerings have started and will be implemented in the new financial year.

CSC continued to grow thought leadership through **research in emerging areas** such as Leadership and Teams in the Hybrid Workplace. Findings have helped to inform the design and practice of the leadership and organisation development interventions that CSC deploys.

Resilience and wellness continued to be a key focus for the Public Service in 2022 and has been **integrated into various leadership interventions** that CSC runs. CSC also held quarterly virtual engagement sessions for Wellness Ambassadors to foster a stronger sense of community.

Participants from 23rd Management Development Course

Business Priority 1: Rationalise and strengthen core domains and priority areas

ORGANISATION DEVELOPMENT

With greater emphasis on transformation, the College has seen an increase in demand for change management and organisation development (OD). As a result, **six new virtual programmes** that supported key OD capabilities pertinent to Public Sector Transformation, such as Organisation Agility and Change, were developed. Beyond programmes, CSC continued to **support agencies' transformation journeys across 27 consultancy projects**. To better connect our OD community, CSC **integrated and coordinated our channel engagements** on Telegram, our self-help resource portal, and in-person community events.

Supporting the growth of Learning Guides and first time managers from MCCY through a consultancy project.

HUMAN RESOURCES

CSC developed and launched e-learning programmes for public officers, supervisors and HR practitioners, on how **our Public Service HR framework now reflects a broader emphasis on competencies,** and the impact on employee lifecycle, and HR processes and practices. As part of change management efforts, CSC also developed a series of e-learning modules to **enable HR practitioners and officers to use the new HR & Payroll System more effectively**.

GOVERNANCE AND POLICY

COVID-19 provided opportunities and critical lessons for Singapore and the Public Service. CSC worked with our public agencies to **codify insights on the agility of the Public Service response, leadership during sustained periods of uncertainty and stress, and other operational stories**. For example, a case study titled "Surviving Turbulence" described how the Maritime Port Authority acted to house migrant workers on floating accommodations, to stimulate thinking around the adaptive capacity of organisations.

SENSES webinars with Professor Seetoh Peipei, Associate Professor Hyekyung Choo and Dr Matthew Matthews.

Beyond COVID-19, CSC continued to **bring in thought leaders to share insights with the Public Service** through the Social-Economic Nexus Speaking Engagement Series (SENSES) webinars. Each lecture reached out to about 350 officers, on topics such as fostering harmonious intergroup relations in preschoolers, and the effect of tax policy on innovation. CSC also ran the Social-Economic Nexus Workshop Series which enabled senior public officers from different agencies to come together and examine salient dilemmas that cut across social and economic domains.

Business Priority 1: Rationalise and strengthen core domains and priority areas

INTERNATIONAL RELATIONS

With the return of international travel and exchanges, CSC responded with a **slate of programmes to build our International Relations (IR) officers' capabilities**. This included the IR Starter Pack for new IR officers, additional runs of the IR Executive Milestone Programme, as well as seminars covering countries of relevance.

Given the **growing international interest in emerging domains** like global supply chains and sustainability, CSC featured Singapore's global food supply chain and food resiliency in our milestone programmes. In addition, CSC organised a webinar featuring former actor and war correspondent Ix Shen, who shared his first-hand experience of living in Ukraine during the Russian invasion. The webinar was attended by over 1000 public officers.

Webinar featuring former actor and war correspondent, Ix Shen.

DIGITAL CAPABILITIES AND INNOVATION

In line with our digital government ambitions, CSC is in the final stages of developing the Core Digital Competency Framework. This **articulates the digital skills for officers to navigate the future of work and workplace in support of public sector and agency transformation**. CSC also developed two new courses to enhance domain application of Artificial Intelligence and Machine Learning.

PUBLIC COMMUNICATIONS AND CITIZEN ENGAGEMENT

With the launch of the Forward Singapore exercise, CSC has seen an **increased interest in topics on public communications and citizen engagement**. This led to a range of new and refreshed programmes delivered through the Academy of Public Communications and Engagement, in partnership with the Ministry of Culture, Community and Youth (MCCY) and Ministry of Communications and Information. Amongst these, two were milestone programmes for middle managers and senior leaders, whilst the rest were to deepen specialist skills such as content creation, facilitation, and sensemaking. In support of the Digital First strategy, CSC **integrated a digital communications focus into appropriate elective programmes**.

Participants of Leaders in Engagement and Public Communications Development Programme learning about other countries' experiences in public communications and engagement.

Beyond programmes, CSC provided consultancy services to MCCY to develop the **new Partnership and Engagement Competency Framework**, to enable public officers to identify their competency levels and development areas. CSC also partnered MCCY to **launch the Partnership and Engagement Expert Panel 2.0** for agencies to tap on when exploring new engagement methods for their work.

Business Priority 1: Rationalise and strengthen core domains and priority areas

PROCUREMENT, FINANCE AND LAW

A new intermediate procurement course, "Step Up Procurement", was launched in May 2022. This was the first procurement course designed with a **post-programme workplace learning intervention**. At the end of the pilot, 62% of learners showed an improvement in their competence level.

Participants of the Step Up Procurement Programme.

CSC also engaged the joint finance and procurement community through **practitioner-led brown-bag sessions**. Speakers from both public and private sectors were invited to **share their experiences and use cases on current hot button topics** such as data procurement evaluation tools, enterprise risk management, and sustainability.

SERVICE DELIVERY, REGULATION AND ENFORCEMENT

CSC worked closely with ServiceSG, Public Service Division (PSD) to develop and launch a new Masterclass in Customer Insights Management in October 2022. CSC ran three large-scale studies on service delivery that **supported ServiceSG in developing and tracking service improvement plans and strategies**. The studies helped CSC identify capability development gaps and relevant strategies to close these gaps. CSC also initiated a new study to help the Public Service better understand citizens' expectations of services delivered by the government.

Participants of the Masterclass in Customer Insights Management.

Business Priority 2:

Support the Public Service's shift towards competency-based human resource management and capability development

COMPETENCY-BASED CAPABILITY DEVELOPMENT

In line with the Public Service's drive towards competency-driven growth, CSC **worked closely with functional leaders to develop and/or refine competency frameworks** such as the Enforcement Competency Framework. Completed frameworks have been shared with the respective practitioners' communities and PSD to guide their capability development work.

CSC also **reviewed and redesigned milestone programmes to be more closely aligned to new and revised frameworks**, for example, incorporating more segments on personal well-being into senior leadership milestone programmes, in alignment with the Leadership Competency Framework 360-degree feedback.

COMPETENCY-BASED ASSESSMENT

CSC partnered the PSD to leverage the One Talent Gateway as a platform to **improve the experience of officers when identifying and registering for CSC courses to address competency gaps**. In the longer term, this supports the assessment and development of public officers' competencies.

Business Priority 3:
Meet customers' needs with speed and scale

GROWING THE LEARN ECOSYSTEM

CSC **expanded its third-party learning resources for public officers on LEARN**. LinkedIn Learning was added to the current offerings from Udemy and Harvard Business Publishing. The Tenancy service within LEARN continued to **enable agencies to deliver quality agency-specific learning to their officers in a quick, easy, and cost-efficient manner**, with five new tenant agencies onboarded in FY2022. CSC also initiated a service journey mapping project that included workshops with key stakeholders, which generated new ideas and concept of operations for the **development of a Public Service-wide digital learning ecosystem**.

CSC officers in a discussion on the service journey mapping project.

Business Priority 4:
Innovate and integrate learning delivery across modalities

LEVERAGING VIRTUAL CLASSROOM LEARNING

As part of our larger business strategy in maintaining a **healthy balance between virtual and face-to-face offerings**, CSC developed and launched a guide for CSC officers to determine which modality would best fit their current and new learning products and services.

CONCEPTUALISING "OUR FUTURE CLASSROOM"

With the rise in virtual and hybrid programmes, CSC initiated the "Future Classroom" project to study how **spaces could be redesigned to better support hybrid working and learning**. The team refreshed two training rooms in the North Buona Vista campus as part of a pilot in redesigning fixed-use rooms into a flexible learning space. The team also conceptualised a redesign of the entire Level 3 space suitable for both learners and staff.
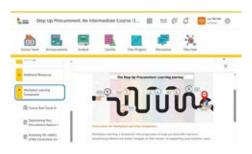

Concept renderings of the Level 3 atrium and training rooms.

WORKPLACE LEARNING

CSC piloted workplace learning (WPL) interventions in a design thinking programme in addition to the post-programme intervention for "Step Up Procurement". These pilots showed that WPL initiatives complement well-defined work processes and could be more easily implemented in in-house training programmes where there is a strong partnership model with agencies. The **use of WPL will value-add and improve the quality of what CSC can offer to agencies**.

The post-programme intervention, "Step Up Procurement: An Intermediate Course", on LEARN Digital Classroom.

INTERNAL ENABLERS THAT SUPPORT OUR BUSINESS STRATEGY

The strategic priorities are supported by four internal enablers that cover efforts to improve our infrastructure, capabilities, and capacity. The key internal enablers aimed to:

1	**Tighten ops-tech integration**
2	**Build CSC as a data-driven organisation**
3	**Strengthen customer centricity**
4	**Deepen learning and development (L&D) capabilities**

Key Enabler 1:
Tighten ops-tech integration

Project INEX was established in July 2022 to **develop a seamless learner and agency customer service experience**, as well as **streamline policies and processes for improved operational efficiency**. Since its inception, the team has introduced guidelines for minimum class size to enable timely class confirmation, as well as streamlined processes for programme management by leveraging existing platforms and automation for participant notifications and learner engagement.

CSC also **reviewed critical and feasible system enhancements to ease operational load**, including improvements to attendance-taking and the conceptualisation of a Trainer and a Class Management module. These enhancements will be effected in FY2023.

Key Enabler 2:
Build CSC as a data-driven organisation

To strengthen our data infrastructure, CSC **revamped our online feedback system and launched an enterprise data repository** that promotes data exchange between systems in CSC and other parts of the Public Service in January 2023. CSC also **conducted pilots on the recommendation engine (RE) carousels on LEARN** and collaborated with PSD to develop processes and policies for sharing of data and exchanging of insights on implementing REs.

Key Enabler 3:
Strengthen customer centricity

CSC developed and launched a customer insights dashboard that provides a 360° view of our customers by triangulating data from different customer touchpoints. This has been used to **share customer insights in conjunction with CSC's financial and business performance** with senior management at key meeting platforms.
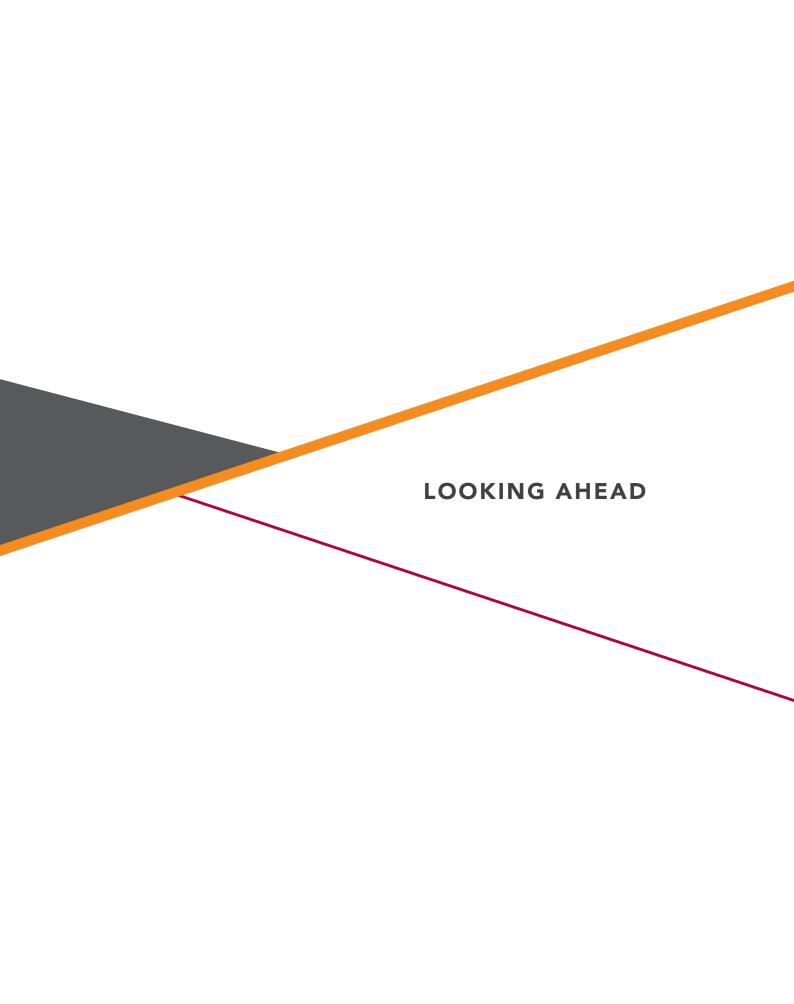
Key Enabler 4:
Deepen L&D capabilities

CSC developed resources to support competency-driven growth for staff, including **refreshed competency frameworks, job role profiles and development roadmaps**. CSC officers have been systematically developed through a range of interventions such as postings, secondments, talent attachment programmes, scholarships, and training in functional and horizontal capabilities.

CSC also ran a series of online events, reaching out to over 750 participants across many agencies, to **update officers on ongoing work and competency frameworks** which would affect the way they approach L&D in their own agencies. CSC also **organised the 2nd Public Service Training Institutions (PSTI) Network Symposium**, where panellists were invited to share their insights and experiences on "Learning at the Workplace".

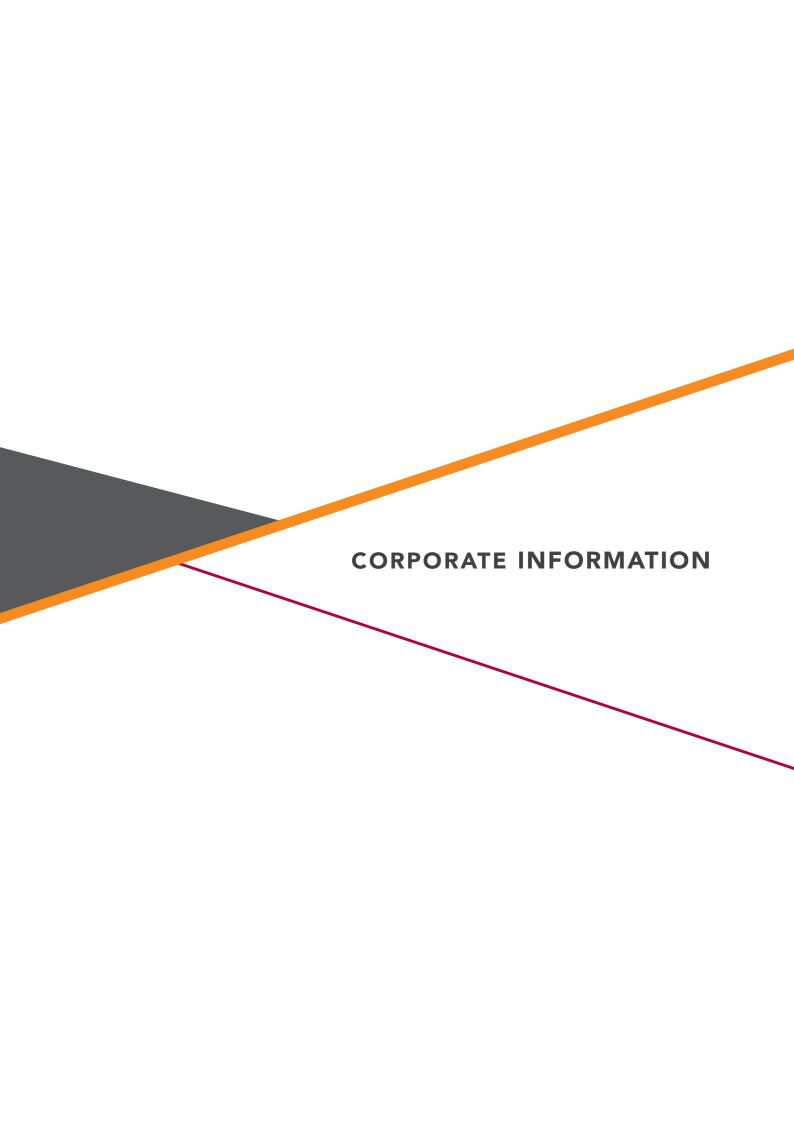*2nd Public Service Training Institutions (PSTI) Network Symposium*

LOOKING AHEAD

OUR STRATEGIC FOCUS

The College's strategy in retaining a mix of face-to-face and virtual offerings allowed us to make quick adjustments to evolving demands throughout the year, including increased demand for in-person interactions post-COVID.

To operate effectively in the new normal, CSC will continue to support our four business priorities, with a sharper focus on prioritising our work and using resources more efficiently and effectively in FY2023. We will consolidate our **W**ork and the lessons learnt, create a vibrant and productive **W**orkplace, and grow a competent **W**orkforce to continue to deliver better value to our customers.

CORPORATE INFORMATION

Financial Summary *(as at 31 March 2023)*

Assets

	FY2022 S$'m	FY2021 S$'m
Property, plant and equipment and intangible assets	11.8	8.4
Grant receivables	6.6	6.8
Trade and other receivables and prepayments	13.1	10.0
Cash and cash equivalents	47.0	47.0
Financial assets at amortised cost	32.1	18.3
Financial asset at fair value through profit or loss	8.8	9.4
Total	**113.1**	**99.9**

Liabilities

	FY2022 S$'m	FY2021 S$'m
Trade and other payables and other liabilities	32.2	24.0
Provision for site restoration	1.3	1.3
Total	**33.5**	**25.3**

Capital and Reserves

	FY2022 S$'m	FY2021 S$'m
Capital and reserves	79.6	74.6
Total	**79.6**	**74.6**

Dividend

	FY2022 S$'m	FY2021 S$'m
Dividend payment from reserves	1.6	-
Total	**1.6**	**-**

Revenue

	FY2022 S$'m	FY2021 S$'m
Training	53.5	45.8
Digital learning	18.4	18.6
Consultancy	3.3	4.2
Government operating grants	19.0	19.4
Other operating income	2.1	1.0
Total	**96.3**	**89.0**

Expenditure

	FY2022 S$'m	FY2021 S$'m
Staff and related costs	41.1	37.5
Training and consultancy related costs	19.7	16.8
Maintenance, licence costs, other professional services and other expenses	21.1	18.4
Rental and utilities	1.0	0.6
Depreciation of property, plant and equipment and amortisation of intangible assets	5.0	5.3
Office supplies and materials	0.4	0.4
Contribution to Government Consolidated Fund	1.4	1.7
Total	**89.7**	**80.7**

Auditors:

PricewaterhouseCoopers LLP

7 Straits View, Marina One East Tower, Level 12, Singapore 018936

Organisational Partners

Africa
- Botswana, Department of Public Service Management
- Botswana, Public Service College
- Namibia, Namibia Institute of Public Administration
- South Africa, Department of International Relations and Cooperation
- South Africa, National School of Government

Central Asia
- Kazakhstan, Academy of Public Administration
- Uzbekistan, Agency for the Development of Public Service
- Uzbekistan, Academy of Public Administration

East Asia
- China, Executive Leadership Academy Pudong
- China, Shanghai Administrative Institute
- China, Suzhou Industrial Park Administrative Committee
- China, Tianjin Administrative Institute
- China, Sino-Singapore Tianjin Eco-City
- China, Zhejiang Administrative Institute
- Mongolia, Cabinet Secretariat
- Mongolia, National Academy of Governance
- Mongolia, Ulaanbaatar City Training Centre
- South Korea, National Human Resource Development Institute

Middle East
- Kuwait, Civil Service Commission
- Oman, State Audit Institution
- Oman, Diwan of Royal Court
- Oman, Royal Academy of Management
- Qatar, Qatar Leadership Centre
- Qatar, Institute of Public Administration
- Palestine, Palestine National Authority
- United Arab Emirates, Abu Dhabi School of Government

South Asia
- India, Department of Personnel and Training
- India, Lal Bahadur Shastri National Academy of Administration
- India, Department of Economic Affairs
- Sri Lanka, Institute of Development and Administration
- Pakistan, National School of Public Policy

South East Asia
- Brunei, Civil Service Institute
- Brunei, Ministry of Finance and Economy
- Cambodia, Ministry of Civil Service
- Cambodia, Royal School of Administration
- Cambodia, Ministry of Finance
- Cambodia, Economics and Finance Institute
- Indonesia, Human Resources Development Board of East Java Province
- Indonesia, National Civil Service Agency
- Indonesia, National Institute of Public Administration
- Lao People's Democratic Republic (Lao PDR), Ministry of Home Affairs
- Lao PDR, Public Administration, Research and Training Institute
- Malaysia, National Institute of Public Administration
- Myanmar, Union Civil Service Board
- Myanmar, Central Institute of Civil Service
- Philippines, Civil Service Institute
- Thailand, Civil Service Training Institute
- Thailand, Office of Civil Service Commission
- Thailand, Office of the Council of State of Thailand
- Thailand, Securities and Exchange Commission
- Vietnam, Communist Party of Vietnam Central Inspectorate
- Vietnam, National Academy of Public Administration
- Vietnam, Office of the Government

International and other organisations

- ASEAN Secretariat
- Asian Development Bank
- Australia and New Zealand School of Government
- Chilean International Cooperation Agency
- Japan International Cooperation Agency
- Korea International Cooperation Agency
- Moroccan Agency for International Cooperation
- Temasek Foundation
- United Nations Office for Disaster Risk Reduction for Northeast Asia and Global Education and Training Institute

www.
csc.gov.sg