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 2021.

On behalf of the Board of Directors and the management of Civil Service College,

Mr Loh Khum Yean  
Chairman  
26 August 2021

Ms Ong Toon Hui  
Dean & Chief Executive Officer  
26 August 2021
BOARD OF DIRECTORS
(AS AT 31 MARCH 2021)

Mr Loh Khum Yean (Chairman)
Permanent Secretary,
Public Service Division,
Prime Minister’s Office

Ms Ong Toon Hui
Deputy Secretary (Leadership),
Public Service Division,
Prime Minister’s Office
Dean & Chief Executive Officer,
Civil Service College (CSC)

Mr Clarence Ti
Deputy President (Administration),
National University of Singapore

Mr Joseph Leong
Permanent Secretary (Defence Development),
Ministry of Defence
2nd Permanent Secretary,
Ministry of Communications and Information

Mr Mohammad Shariq Barmaky
Audit & Assurance Leader,
Deloitte & Touche LLP (Singapore)
Regional Managing Partner,
Audit & Assurance Services,
Deloitte Southeast Asia

Mr Cyril Chua
Managing Director,
Robinson LLP

Dr Lee Shiang Long
President,
ST Engineering Land Systems

Mr Pang Kin Keong
Permanent Secretary,
Ministry of Home Affairs

Ms Shirlene Noordin
Managing Director,
Phish Communications Pte Ltd

Ms Tan Gee Keow
Permanent Secretary,
Ministry of Culture, Community and Youth

Mr Patrick Lau, Assistant Chief Executive (Strategy & Transformation), CSC

Board Secretary: Mr Patrick Lau, Assistant Chief Executive (Strategy & Transformation), CSC
ABOUT CIVIL SERVICE COLLEGE

Mission, Vision and Values
Organisation Structure & Senior Management Team
Major Shareholder of Subsidiary Companies

KEY ACCOMPLISHMENTS

At a Glance
The Year in Review

LOOKING AHEAD

Our Strategic Focus

CORPORATE INFORMATION

Financial Summary
Organisational Partners
Corporate Results
ABOUT CIVIL SERVICE COLLEGE
ABOUT CIVIL SERVICE COLLEGE

Our Mission and Vision
To develop people for a First-class Public Service. To be the heart of learning excellence and development for the Singapore Public Service.

Our Learning Redefined Transformation Vision and Outcomes
As a future-ready Centre of learning for the Singapore Public Service, we will:
• Nurture a learning mindset and culture in the Public Service
• Orchestrate efforts to build individual, team and organisational effectiveness
• Build individual, team and organisational ability to learn, unlearn and relearn
• Lead the practice of learning design, leadership development and organisation development.

Our Values
People: Value them
Integrity: Uphold truth
Excellence: Soar beyond
CIVIL SERVICE COLLEGE (CSC)
ORGANISATION STRUCTURE & SENIOR MANAGEMENT TEAM
Information is accurate as at 31 March 2021

DEAN’S OFFICE
Ms Ong Toon Hui | Dean & CEO
Mr Patrick Lau | Assistant CEO (Strategy & Transformation)
Mr Hoe Wee Meng | Assistant CEO (Corporate)
Mr Roger Tan | Assistant CEO (International)

INSTITUTES

Institute of Governance & Policy (IGP)
Steward and advance public policy through research and training programmes, with emphasis on the areas of governance, social-economic policy, international relations, public communications and engagement, and policy tools such as regulation and behavioural insights.
Ms Penny Yapp | Institute Director
Ms Stephanie Tan | Director

Institute of Leadership & Organisation Development (ILOD)
Develop Leadership and organisation development capabilities through research, training and consultancy, so as to enable sustainable change and transformation in the Public Service.
Mr Clarence Chia | Institute Director

Institute of Public Administration & Management (IPAM)
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 (Innovation & Foundational Competencies)

Institute of Public Sector Leadership (IPSL)
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 | Institute Director

Civil Service College International (CSCI)
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 (DLS)
Drive and enable digital learning for an integrated and seamless learning experience.
Mr Kelvin Tan | Director

Learning Futures Group (LFG)
Nurture conditions for continual experimentation and innovation in learning design and technology.
Ms Iva Aminuddin | Head

Programme Management Unit (PMU)
Programme Management Unit partners 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 Stephanie Tan | Director

CORPORATE SERVICES

Communications & Customer Engagement (CCE)
Steward corporate identity and customer intelligence, as well as communication and customer engagement with public agencies and public officers.
Ms Flynn Ong | Head

Corporate Development (CD)
Manage financial functions, estate and administrative matters and resource centre.
Mr Lim Tong Kwang | Director

Data Office (DO)
Strengthen data infrastructure and expediting the growth of data capabilities.
Ms Tan Wee Hui | Head

Human Resource (HR)
Cultivate engaged and committed staff, develop professional competencies, promote best HR practices and maintain sound corporate governance.
Ms Mavis Tan | Director

Infocomm Technology (ICT)
Develop technical infrastructure and harness digital technology to boost business efficiency, and deliver good customer experience.
Mr Mike Lim | Chief Information Officer

Strategy & Transformation Office (STO)
Develop transformation strategy and roadmap, monitoring progress of key projects and ensuring alignment of College's resources, including strategy, data and business model.
Mr Patrick Lau | Assistant CEO (Strategy & Transformation)

MAJOR SHAREHOLDER OF SUBSIDIARY COMPANIES

All companies that the Statutory Board has a majority stake in

<table>
<thead>
<tr>
<th>Name of Subsidiary Company</th>
<th>% Shareholdings in Company</th>
</tr>
</thead>
<tbody>
<tr>
<td>CSC International Pte. Ltd.</td>
<td>100%</td>
</tr>
</tbody>
</table>
FY2020 had been an exceptional year for Singapore, for the Public Service and for the Civil Service College (CSC). The College was severely impacted by the disruptions caused by the COVID-19 pandemic, due to the suspension and cancellation of many in-person training programmes over a number of months. Notwithstanding the disruptions, it was still necessary for CSC to continue to nurture a learning mindset and to offer relevant training programmes so that public officers could continually acquire new skills and competencies to operate in the new normal.

The disruptions provided the impetus for College to accelerate its transformation by adapting physical classes to virtual modalities and deepening its efforts to drive digital learning in the Public Service. Many of CSC’s in-person programmes were re-designed to be conducted online through virtual classrooms and webinars. To support this, CSC also rolled out a new platform, LEARN Digital Classroom, enabling the delivery of blended virtual programmes and asynchronous e-learning which have become College’s key products alongside in-person classroom programmes. In FY20, 89% of the classes conducted were virtual classes, generating a new revenue stream which made up approximately 30% of FY20 total revenue. Digital learning revenue made a significant leap since FY19, mainly from LEARN subscriptions.

The COVID-19 pandemic had underscored the importance of ensuring the public sector workforce is equipped with the necessary capabilities to be future-ready and to be able to respond adequately to long-term challenges. In FY20, CSC strengthened efforts to build capabilities in key priority areas, re-contextualised the curriculum and content for programmes and interventions for the new normal, and developed new programmes and learning approaches to support emerging areas and new priorities. The College also deepened its efforts in transforming CSC to its core, strengthening the CSC Collective and building internal capabilities.
CSC continued to support agencies in organisational transformation, and drive organisation development (OD) and change management capabilities. The College piloted inaugural programmes such as An OD Starter: Understanding the Essence of Organisation Development, the first OD programme designed to provide non-OD practitioners with a better understanding of basic OD concepts and theories, and Leading Transformation in a Disruptive World, a 9 month-long programme that equips leaders and teams with the skills and knowledge needed in leading transformation projects in their own agency.

The College also conducted the Leadership and Organisation Development (L&OD) Conference virtually over three days, involving 590 registered participants and over 30 speakers from around the world. The event provided a platform for L&OD practitioners and leaders to share ideas and harness synergies in adopting more expansive ways of leadership and enabling organisations to develop new frameworks for agility and effective change, in a post-COVID world.

To support agencies driving transformation in the new normal, the Navigating Transformation Webinar Series and the COVID-19 Catalyst Special Edition for OD Practitioners were also launched.

The College also supported agencies through communities of practice, research products and consultancy services in agency transformation, OD, change management, and leadership and team development.
CSC conducted leadership milestone programmes such as the Foundation Course and the Management Development Course, with updated curriculum design and content, to enable participants to build transformational leadership capabilities. Learning engagement was strengthened over the virtual space by providing opportunities for participant-designed and facilitated sessions, such as a panel on ‘Singapore’s Cultural Capital’. New content such as Personal Resilience and Team Dynamics in a Virtual Environment were also introduced.

The College launched the pilot Leadership Competency Frameworks 360 exercises, involving senior leaders across the Public Service. For the first time, public service leaders had the opportunity to undergo a 360 exercise with competencies tailored to their leadership roles and the complexities they faced.

CSC also held the Leadership Webinar series with esteemed speakers who shared on issues such as leading through crisis and disruption, and leading organisational design responses to the COVID-19 pandemic.
CSC continued to refresh and deepen the competencies of public officers in the following core and emerging domain areas:

**Governance & Policy**

To encourage greater collaboration across agencies to deliver better outcomes for both social and economic policies, CSC conducted the Social-Economic (SE) Nexus Workshop Series and the SE Nexus Speaking Engagement Series (SENSES) programmes involving sharing from thought leaders such as Senior Minister Tharman Shanmugaratnam. Officers from the socio-economic sectors were able to take on new perspectives in their work and explore synergies between social and economic policies.

**Regulation & Enforcement**

CSC refreshed the Enforcement Competency Framework with new competencies and greater alignment with PSD’s Whole-of-Government (WOG) competency framework. Agencies were also enabled to take a plug-and-play approach to map the relevant functional competencies to their respective job roles.

Together with the Home Team Academy, CSC also developed the Leaders in Enforcement Management milestone programme for senior and middle management in enforcement and regulatory functions. Participants gained a deeper understanding of the enforcement ecosystem, emerging priorities for the public sector, and strategies to enable co-creation in the future enforcement landscape with fellow leaders.

**Strategic HR**

As part of key efforts to support the rollout of the refreshed core competency framework, CSC launched programmes such as Managing Staff Performance using Our Core Competencies’ (OCC) for Supervisors to support supervisors to make the shift to OCC, as well as Taking Ownership of My Performance at Work using OCC to equip officers with the knowledge and abilities to manage their performance and demonstrate the refreshed set of Core Competencies effectively.

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1 Our Core Competencies (OCC) specifies the core competencies that all public officers are required to develop in order to achieve effective performance.
Public Communications & Citizen Engagement

CSC conducted the inaugural Digital Tools for Citizen Engagement programme to enable public officers to explore various digital tools in interactive sessions and to learn how to use them in planning engagements with citizens and stakeholders.

Service Delivery

To strengthen capabilities and networks in the service community, CSC launched the first virtual Service Learning Series titled ‘Building a Future-Ready Service Community’. The series comprised 14 expert-led events to share new enablers, tools and ways of delivering future-ready, seamless and customer-centric services identified in the refreshed Service Competency Framework. Over 400 unique participants attended the sessions and provided feedback that they had benefited from the sharing and have taken steps to apply the learning back at their workplaces.

Innovation

To continue supporting agencies and officers in the area of innovation, CSC conducted workshops, Communities of Practice (CoPs) and interventions for leaders, middle managers and individual contributors. A three-part series of Innologue CoPs was also rolled out for public service leaders and innovation practitioners, where guest speakers shared insights on initiating innovation in the current COVID-19 landscape, executing and sustaining innovation, and resolving business prioritisation and resource allocation issues.
Digital Capabilities

CSC embarked on the Development of OpsTech Competencies for all public officers, and continued to drive capability building for digital transformation and digital literacy in the Public Service. A new LEARN module ‘Working Productively with Digital Workplace Tools’ was also developed and piloted for use by support officers. CSC also piloted the virtual classroom version of the Basic Data Analytics Programme for Support Officers where participants learned how to leverage data to achieve insightful analyses and make better decisions via real-life case studies.

Understanding Singapore’s External Environment / International Relations (IR)

To build capabilities among ASEAN Public Sector Training Institutions members, CSC held a two-day virtual programme on Training and Development in the Age of COVID-19 for nine participating countries. A Virtual Roundtable for ASEAN PSTI Heads was subsequently conducted with all 10 ASEAN PSTIs to strengthen community building and exchange best practices on learning and people development, in support of transformation in the respective public services.

CSC also conducted the first virtual run of the Temasek Foundation Leaders in Economic Development Programme for 26 delegates from five countries. The programme covered themes on the digital economy, workforce development, economic resilience and partnerships. Participants engaged with representatives from the public and private sectors, as well as academics, on the economic impact of the COVID-19 pandemic and economic recovery.

To provide non-MFA IR practitioners with foundational knowledge of Singapore’s international relations, CSC launched the pilot run of the IR Starter Pack course. Participants learned Singapore’s principles of foreign policy, strategic policy issues in key bilateral and multilateral relations, the challenges Singapore faced as a small state and the approaches required to overcome these challenges.
Workforce Transformation & Development

To help public officers transit and adapt to workforce transformation, CSC launched new programmes such as **Navigating Challenges Ahead for Support Officers** to equip support officers with tools to embrace and manage changes in the workplace, and to strengthen their communication and collaborative skills. Participants appreciated these virtual programmes and the digital tools used to enhance their learning, which enabled them to continue to upskill even amidst the current COVID-19 pandemic.

The College also commenced the **Career Development Workshop for Individuals**, to provide officers with a deeper understanding in setting career goals and development, and the **Future-ready Series** of virtual programmes covering Emotional Resilience, Managing Relationships with Stakeholders and Effective Team Collaboration, to equip officers with lifelong employability skills for the future workforce.

Strengthening Learning Effectiveness and Impact

The impact of COVID-19 led CSC to accelerate its efforts to transform learning modalities and strengthen learning effectiveness and impact. A key pillar to drive digital learning modalities and capabilities as part of the new normal in the Public Service, LEARN was enhanced and the **LEARN-Digital Classroom** was launched to provide a one-stop platform for structured learning and collaboration to support an end-to-end virtual learning experience, with integrated interactivity tools for engagement.
The College made headway in strengthening communities and partnerships in 2020 despite the impact of the COVID-19 pandemic. CSC hosted the inaugural meeting of the refreshed Public Sector Training Institutions Network involving 31 training institutions and organisations, which received positive feedback. CSC also worked with various learning institutions such as the GovTech Services Group and the Digital Academy, the Academy of Public Communications & Engagement, and the Finance and Procurement Academy to roll out new programmes and offerings.
To achieve its vision of becoming a future-ready centre of learning, CSC continued efforts to strengthen its key internal enablers in FY20 and transform itself to become a more Anticipatory, Connected and Agile organisation.

CSC embarked on four new internal organisation-wide Pathfinder Projects this year as part of ‘Learning Redefined 2.0’, its new phase of transformation: Project A.I., Project One College, Operation 120210, and The Learning Loop. These projects have uncovered rich insights in their journeys to explore how CSC could better anticipate needs and serve our customers, new ways of working internally, and how CSC could build internal capability and capacity. The project teams have begun piloting initiatives that will further shape CSC’s transformation in areas such as providing more integrated holistic support of agencies’ increasingly complex and emerging needs, deepening capabilities to be a more data-driven CSC, and more.

**Transform CSC’s Core**

Amidst efforts to strengthen its internal digitalisation initiatives and platforms, CSC rolled out the Programme Portal to enhance learners’ experience through a more intuitive interface with refined search functions and seamless registration processes for programmes, and an “optimisation-based” recommendation engine.

The 3I Studio was launched in College to support the integration of digital and physical learning modalities. The College also leveraged the flexible spaces and equipment at INN x CSC, partnering trainers to experiment with hybrid learning at scale.

**Strengthen the CSC Collective**

Strengthening the CSC’s collective was particularly important this year, given the tumultuous changes triggered by the pandemic-responses and Circuit Breaker measures. CSC rolled out a systematic communications and engagement plan, including multiple senior management-led virtual townhall sessions, smaller engagement sessions with specific groups of officers, as well as bi-weekly newsletters. Middle managers were also brought on board CSC’s transformation efforts through a series of online Managing and Communicating Change workshops.

**Build CSC’s Capability**

To adapt to Covid-19, sustained cross-College initiatives and platforms were created to build capabilities in redesigning programmes for the new normal and virtual classroom learning. In line with broader transformation efforts, CSC refreshed its Strategic Workforce Planning after conducting internal engagements with departments and institutes. Virtual in-house programmes for staff were also rolled out, focusing on Digital and Data capabilities as well as Change Management.
LOOKING AHEAD
2021 marks the 20th year since CSC was founded as a statutory board on 1st October 2001. Moving forward, the College will continue to strengthen its value proposition to become a Learning Orchestrator of the Public Service, and to evolve its programmes, services, and content domains as learning needs change. The College will also continue offering varied modalities of learning to adapt to the new normal and to press on with major transformation and digitalisation efforts. CSC will strive for greater heights in the year ahead, to fulfil its vision of becoming the centre of learning for the Public Service.

Despite the impact on physical training activities and on business volume, CSC had leveraged the disruptions to transform its offerings to virtual modalities and deepen the foray into digital learning. CSC will lock in these gains and build upon them for further growth and development.

CSC’s FY2021 Workplan will focus on supporting the major priorities of the Public Service and driving impact at the Whole-of-Government (WOG) level. There will be four business priority areas, as follows:

1. Support capability-building for emerging domains and issues
2. Strengthen core domains with new approaches, offerings and products
3. Drive digital learning and culture in the Public Service
4. Build partnerships and communities

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CORPORATE INFORMATION
## FINANCIAL SUMMARY
(AS AT 31 MARCH 2021)

### Assets

<table>
<thead>
<tr>
<th>FY2020 S$m</th>
<th>FY2019 S$m</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property, plant and equipment and intangible assets</td>
<td>12.9</td>
</tr>
<tr>
<td>Grant receivables</td>
<td>-</td>
</tr>
<tr>
<td>Trade and other receivables</td>
<td>12.1</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>50.2</td>
</tr>
<tr>
<td>Financial assets at amortised cost</td>
<td>17.8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>93.0</strong></td>
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</tbody>
</table>

### Liabilities

<table>
<thead>
<tr>
<th>FY2020 S$m</th>
<th>FY2019 S$m</th>
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</thead>
<tbody>
<tr>
<td>Trade and other payables and other liabilities</td>
<td>25.7</td>
</tr>
<tr>
<td>Provision for site restoration</td>
<td>1.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>26.7</strong></td>
</tr>
</tbody>
</table>

### Capital and Reserves

<table>
<thead>
<tr>
<th>FY2020 S$m</th>
<th>FY2019 S$m</th>
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</thead>
<tbody>
<tr>
<td>Capital and reserves</td>
<td>66.3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>66.3</strong></td>
</tr>
</tbody>
</table>

### DIVIDEND

<table>
<thead>
<tr>
<th>FY2020 S$m</th>
<th>FY2019 S$m</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dividend payment from reserves</td>
<td>3.3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>3.3</strong></td>
</tr>
</tbody>
</table>
ORGANISATIONAL PARTNERS

Middle East
- Jordan, Ministry of Public Sector Development
- Kuwait, Civil Service Commission
- Oman, State Audit Institution
- Oman, Diwan of Royal Court
- Qatar, Qatar Leadership Centre
- Qatar, Institute of Public Administration
- Palestine, Palestine National Authority
- UAE, Abu Dhabi School of Government

South Asia
- India, Department of Personnel and Training
- India, Ministry of Finance
- Sri Lanka, Institute of Development and Administration
- Sri Lanka, Ministry of Public Administration and Management
- Sri Lanka, Ministry of Health
- Sri Lanka, Prime Minister’s Office

East Asia
- China, Central Party School of the CCP (Chinese Academy of Governance)
- China, Executive Leadership Academy Pudong
- China, Administrative Bureau of China-Singapore (Chongqing) Demonstration Initiative
- China, Macao Public Administration & Civil Service Bureau
- China, Shanghai Administrative Institute
- China, Shenzhen Managers College
- China, Suzhou Industrial Park Administrative Committee
- China, Tianjin Administrative Institute
- China, Sino-Singapore Tianjin Eco-City
- China, Zhejiang Administrative Institute
- China, Department of Commerce of Zhejiang Province
- Korea, National Human Resource Development Institute
- Mongolia, Cabinet Secretariat
- Mongolia, National Academy of Governance
- Mongolia, Ulaanbaatar City Training Centre

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
- Russia, Russian Presidential Academy of National Economy and Public Administration
- Tatarstan, Government of Tatarstan
- Tatarstan, Kazan Federal University

South East Asia
- Brunei, Civil Service Institute
- Cambodia, Ministry of Civil Service
- Cambodia, Royal School of Administration
- Cambodia, Ministry of Finance
- Cambodia, Economics and Finance Institute
- Indonesia, National Civil Service Agency
- Indonesia, National Institute of Public Administration
- People’s Democratic Republic of Laos (Lao PDR), Ministry of Home Affairs
- Lao PDR, Public Administration, Research and Training Institute
- Malaysia, National Institute of Public Administration
- Malaysia, Employee Provident Fund
- Myanmar, Union Civil Service Board
- Myanmar, Office of the President
- Philippines, Civil Service Institute
- Thailand, Civil Service Training Institute
- Thailand, Office of Civil Service Commission
- Vietnam, Communist Party of Vietnam Central Inspectorate
- Vietnam, Monitoring Office of Programme 165
- Vietnam, National Academy of Public Administration

INTERNATIONAL AND OTHER ORGANISATIONS
- ASEAN Secretariat
- Asian Development Bank
- Australia and New Zealand School of Government
- Chilean International Cooperation Agency (AGCI)
- Japan International Cooperation Agency
- Korea International Cooperation Agency
- Temasek Foundation
- Global Education & Training Institute (GETI), United Nation Disaster Risk Reduction (UNDRR) Office of Northeast Asia (ONEA)
CORPORATE RESULTS
(AS AT 31 MARCH 2021)

No. of Unique Participants (Classroom): 25,903
No. of International Participants: 988
No. of Classroom Training Programmes: 303

No. of Unique Users on the Digital LEARN Platform: 118,891
No. of Learning Objects Created for the LEARN Digital Platform: 4,459

90.2% of public officers were satisfied with CSC in supporting their capability development in alignment with Public Sector Transformation.

93% 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.

Quality of CSC’s Training Programmes: 95%
satisfaction rating for milestone, non-milestone and international programmes

Quality of CSC’s Consultancy Projects: 100%
rated as achieving intended outcomes

Quality of CSC’s Research Products:
satisfaction rating for quality 92%
satisfaction rating for learning 91%