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 2022.

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

Mr Loh Khum Yean  
Chairman  
31 August 2022

Ms Ong Toon Hui  
Dean and Chief Executive Officer  
30 August 2022
BOARD OF DIRECTORS
(AS AT 31 MARCH 2022)

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,
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,
Ministry of Communications and Information
Permanent Secretary (Cybersecurity),
Prime Minister’s Office
Permanent Secretary,
Smart Nation and Digital Government Office,
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 HR Officer,
Bridgestone Asia Pacific

Ms Sasha Foo
Managing Director,
DBS Bank Limited

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 Chief Executive Officer (Strategy and Transformation), CSC
ABOUT CIVIL SERVICE COLLEGE

Mission, Vision and Values
Organisation Structure and Senior Management Team

RESULTS AND KEY ACCOMPLISHMENTS

At a Glance
The Year in Review - Business Priority Areas
The Year in Review - Internal Transformation

LOOKING AHEAD

Our Strategic Focus

CORPORATE INFORMATION

Financial Summary
Organisational Partners
**Our Mission**
To develop people for a first-class Public Service.

**Our Vision**
To be the heart of learning excellence and development for the Singapore Public Service.

**Our Learning Redefined Transformation Vision and Outcomes**
CSC aspires to be a future-ready Centre of Learning for the Singapore Public Service, where our officers are Anticipatory, Connected and Agile.

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 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 2022

### DEAN’S OFFICE

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ms Ong Toon Hui</td>
<td>Dean and CEO</td>
</tr>
<tr>
<td>Mr Patrick Lau</td>
<td>Assistant CEO (Strategy and Transformation)</td>
</tr>
<tr>
<td>Mr Hoe Wee Meng</td>
<td>Assistant CEO (Corporate)</td>
</tr>
<tr>
<td>Mr Roger Tan</td>
<td>Assistant CEO (International)</td>
</tr>
</tbody>
</table>

### INSTITUTES

#### Institute of Governance and Policy (IGP)
Steward and advance public policy through research and training programmes, with emphasis on the areas of governance, public economics and social policy.

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ms Penny Yapp</td>
<td>Institute Director</td>
</tr>
<tr>
<td>Ms Stephanie Tan</td>
<td>Director</td>
</tr>
</tbody>
</table>

#### Institute of Leadership and Organisation Development (ILOD)
Develop leadership and organisation development (OD) capabilities through research, training and consultancy, so as to enable sustainable change and transformation in the Public Service.

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr Clarence Chia</td>
<td>Institute Director</td>
</tr>
</tbody>
</table>

#### Institute of Public Administration and 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.

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr Lam Kai Wah</td>
<td>Institute Director</td>
</tr>
<tr>
<td>Ms Michelle Wong</td>
<td>Director (Innovation and Foundational Competencies)</td>
</tr>
</tbody>
</table>

#### 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.

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr Hoe Wee Meng</td>
<td>Assistant CEO (Corporate) and Institute Director</td>
</tr>
</tbody>
</table>

#### 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.

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr Roger Tan</td>
<td>Assistant CEO (International)</td>
</tr>
</tbody>
</table>
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.

*Mrs Iva Aminuddin*  
• Head

**Programme Management Unit (PMU)**
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.

*Mrs Stephanie Tan*  
• Director

CORPORATE SERVICES

**Communications and Customer Engagement (CCE)**
Steward corporate identity and customer intelligence, as well as communication and customer engagement with public agencies and public officers.

*Mrs Flynn Ong*  
• Head

**Corporate Development (CD)**
Manage finance and procurement functions, estate and administrative matters, and resource centre.

*Mr Lim Tong Kwang*  
• Director

**Data Office (DO)**
Strengthen data infrastructure and expedite the growth of data capabilities.

*Mrs Tan Wee Hui*  
• Head

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

*Mrs Mavis Tan*  
• Director

**Infocomm Technology (ICT)**
Develop technical infrastructure and harness digital technology to boost business efficiency and deliver good customer experience.

*Mrs Mike Lim*  
• Chief Information Officer

**Strategy and Transformation Office (STO)**
Develop transformation strategy and roadmap, monitor progress of key projects and ensure alignment of College’s resources, including strategy, data, and business model.

*Mrs Patrick Lau*  
• Assistant CEO (Strategy and Transformation)
RESULTS AND KEY ACCOMPLISHMENTS
CORPORATE RESULTS  (AS AT 31 MARCH 2022)

PRODUCTS AND SERVICES

1. Value of Learning Programmes:
   - SYNCHRONOUS: 92.7% satisfaction rating
   - ASYNCHRONOUS: 90.2% satisfaction rating
   - REACH 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 gave an average score of at least 3.5 out of 5 across the 3 indicators —
     (i) Learning Engagement, (ii) Learning Value and (iii) Confidence in Application

2. Quality of CSC’s Consultancy Projects: 100% satisfaction rating

3. Quality of CSC’s Research Products: 95.4% satisfaction rating

4. Relevance of Offerings on LEARN: 63% of learners with activated LEARN accounts enrolled in at least two non-mandatory courses

OVERALL SATISFACTION

- 85.2% 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
- 84.1% of government agencies and ministries were satisfied with CSC in supporting capability development in their organisation in alignment with Public Sector Transformation priorities
CSC FY2021 STRATEGY MAP

**Learning Redefined Transformation Vision**

CSC is a future-ready Centre of Learning for the Singapore Public Service. CSC’s officers are anticipatory, connect and agile.

**Desired Transformation Outcomes**

- 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

**Business Priority Areas**

- **Support Capability-building for Emerging Domains and Issues**
- **Strengthen Core Domains with New Approaches, Offerings and Products**
- **Drive Digital Learning and Culture in the Public Service**
- **Build Partnerships and Communities**

**Key Internal Enablers**

- Build CSC as a Data-driven Organisation
- Strengthen Customer-centricity
- Build Internal Capabilities for the Future
- Harness the Value of Integrating Digital and Physical Modalities
FY2021 continued to be a challenging year for the Civil Service College and the Singapore Public Service, given the long drawn COVID-19 situation. Despite this, the College’s continual efforts to adapt and pivot to digital and learning modalities saw the bulk of CSC’s business volume returning to pre-COVID-19 levels by end-FY2021. In FY2021, a total of 70.7% of CSC products and offerings were digital.

The College continued to devote efforts in FY2021 to transform learning and equip public officers with new and emerging capabilities to thrive in the new normal. As Singapore presses forward to be a COVID-19 resilient nation, the College also distilled national lessons from the pandemic, allowing the Public Service to learn from it and push on with transformation. Collectively, CSC’s key efforts for FY2021 centred on the following business priority areas:

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
BUSINESS PRIORITY AREAS

Business Priority 1: 
Support Capability-building for Emerging Domains and Issues

Support Development of (i) Resilience and Wellness; and (ii) Hybrid Working Arrangements in the Public Service

In response to the growing emphasis on resilience and wellness and hybrid work across the Public Service, CSC designed a series of interventions targeted at different groups of public officers.

CSC designed the Mental Health First Aid and Peer Support Skills programme to train Wellness Ambassadors in the Public Service. Close to 900 Wellness Ambassadors were trained in FY2021. CSC also developed a series of webinars on Resilience and Wellness for public service leaders that attracted senior leaders from more than 50 agencies. Another offering, Supporting Mental Well-being for a Thriving Workplace, was tailored for managers to equip them to take charge of their mental well-being and to be supportive leaders at the workplace.

Resources were also developed to support agencies in transiting to hybrid work arrangements. For instance, CSC developed a Leader’s Playbook to Hybrid Work that provides guidance and a systemic frame for agencies to align and update new ways of working. The College organised webinars for the HR community to help them understand how they can better navigate HR processes with the transition to the new work model. CSC also developed a set of hybrid work guidelines and translated them into divisional work norms. Various capability-building and engagement sessions were also held to promote a better understanding of hybrid work and implications for HR and OD officers across levels.

Document Singapore’s COVID-19 Experience for the Public Service

Since the start of the pandemic, CSC has been capturing the lessons learnt and incorporating them into resource materials and programmes for public officers. CSC also published ETHOS Issue 22 jointly with the Lee Kuan Yew School of Public Policy. Themed “Governing in a Crisis”, the issue contained articles on Singapore’s pandemic response and recovery approaches, written by researchers, Fellows and academic faculty from both organisations.
Business Priority 2:
Strengthen Core Domains with New Approaches, Offerings and Products

Leadership and Organisation Development

CSC introduced a new approach to develop Director-level officers through the Directors’ Developmental Experience. The 10-month-long developmental experience is intended to support newly appointed Directors at regular junctures and aid their transition into their new leadership roles. At the same time, this new approach to leadership development required CSC to pioneer new ways of working across teams and to draw on different expertise across departments.

To allow public officers timely access to OD resources and to support them in their moments of needs, CSC developed a self-help resource portal, ODEX (OD Experience) Resource Portal, and an accompanying ODEX itinerary to guide the community on navigating their development and professional growth.

Governance and Policy

CSC continued to harvest knowledge in governance and policymaking to support public officers in responding to the evolving operating context. CSC published a book, Case Studies: Designing Change, on the lessons learnt during the change efforts of public agencies to inspire officers to remain agile and innovative in the face of uncertainty. CSC also developed learning resources and organised webinars to raise awareness and discuss ideas on the use of technology and its implications on policy.

Recognising that social and economic issues are inter-related, CSC organised the Social-Economic Speaking Engagement Series (SENSES) webinars on various socio-economic topics. These ranged from social mobility and inequality, to enhancing productivity and innovation in Singapore’s economy.
Public Communications and Engagement

CSC partnered the relevant ministries to revamp communications and engagement offerings for the Academy of Public Communications and Engagement (APCE). The academy was set up to boost capability-building efforts for communications officers in the Public Service. New and revamped offerings saw a stronger integration of communications and public engagement content.

Service Management

To support agencies’ needs to build and sustain a strong service culture, CSC developed a new programme, Masterclass in Building and Sustaining Service Culture, targeted at Service Leaders. Participants were equipped with different methodologies and frameworks to build a service culture, and sustain it by systematically working through their change strategy.

CSC also developed a think piece on the impact of COVID-19 on citizens’ expectations of government services. The research, presented to key stakeholders, invited robust discussions on how existing processes and service guidelines could continually evolve to meet citizens’ needs. Agencies were also identified to experiment with the new processes and guidelines.

Digitalisation

With a growing interest in using Artificial Intelligence, CSC developed a curriculum and learning track for Artificial Intelligence and launched new programmes and a webinar in FY2021. CSC will further expand its digital skills offerings in FY2022 to help officers learn and apply digital skills in their work context.

Strategic HR

In support of the launch of the Public Service Core Competency framework (also referred to as Our Core Competencies), CSC had ramped up the supply of performance management workshops. To equip HR officers in using the newly launched HR and Payroll (HRP) System, CSC developed and hosted e-learning modules on LEARN, to complement the training Public Service Division provided for HR officers. CSC also developed new e-learning content for deeper policy understanding.
Business Priority 3:
Drive Digital Learning and Culture in the Public Service

Expand Digital Services and Enhance LEARN Experience

CSC continued to invest in expanding digital services and improving the experience on LEARN app for public service users. The LEARN-Tenancy Service was launched, enabling agencies to deliver fast and cost-effective agency-specific training to their officers, without needing to invest in their own learning platforms.

The LEARN-Digital Classroom was also launched to support the design and delivery of structured synchronous and asynchronous learning.

CSC also refined the user experience of LEARN through a series of enhancements, including facilitating course discovery by domains and competencies, as well as improving ease of access on the platform.

Capability-building of Learning and Development (L&D) Community

To upskill the L&D community in digital learning capabilities, CSC developed the Learning Experience Design Playbook, a combination of Learning Experience Design frameworks and design ideas that were circulated to learning design practitioners and trainers. CSC also worked with trainers to leverage a plethora of digital tools and technologies to design and deliver both virtual and hybrid learning experiences in CSC programmes.
Business Priority 4:
Build Partnerships and Communities

Forge Partnerships, Strengthen Engagement of Existing Networks

The College continued to make progress in strengthening communities in FY2021 despite the longstanding COVID-19 situation.

The refreshed Public Service Training Institutions (PSTI) Network, involving 37 members, had regular exchanges on insights into issues centred around collective capability-building.

Internationally, CSC signed Memorandums of Understanding (MoUs) with the South African National School of Government (NSG) and the Abu Dhabi School of Government (ADSG).

CSC also organised the 2nd International Community of Practice (ICOP) meeting, with participation from national government schools involving Australia, Canada, Hong Kong, New Zealand, South Korea and the United Kingdom. Pertinent issues involving workforce planning and evolving leadership challenges were discussed.
CSC’s internal transformation efforts are key in helping the College achieve its transformation vision of being a future-ready Centre of Learning for the Public Service. In FY2021, the College continued to invest efforts to improve CSC’s infrastructure, capabilities, and capacity.

In FY2021, the four key enablers that CSC focused on aimed to:

1. Build CSC as a Data-driven Organisation
2. Strengthen Customer-centricity
3. Build Internal Capabilities for the Future
4. Harness the Value of Integrating Digital and Physical Modalities
Key Enabler 1:
Build CSC as a Data-driven Organisation

With data playing an increasingly important role in business decisions, CSC continued to invest in data systems and infrastructure which promote data exchange, management, and analysis. CSC also embarked on analytics projects to gain meaningful insights into key business questions and drive data culture within the organisation.

To strengthen internal data capabilities and culture, CSC introduced a range of programmes on data analytics and visualisation for its officers in FY2021. The Data Office also started a Data Immersion Programme to work with various departments to scope data projects and allow their officers to apply data skills when working on the projects.

Key Enabler 2:
Strengthen Customer-centricity

Programme Portal

CSC launched the Programme Portal, a one-stop portal for programme discovery, registration and placement in April 2021. This shortened the average course registration time for public officers from 7 to 4 minutes. Since the launch, the platform has been receiving consistently high satisfaction scores from public service users.
Key Enabler 3: Build Internal Capabilities for the Future

In FY2021, College focused on building horizontal skills of officers e.g., digital, data, facilitation, and learning design, beyond their functional specialisations. Such efforts gave officers greater mobility to move across functions within CSC and allowed them to be more adaptable in an increasingly complex operating environment.

CSC was awarded the Silver Standard for both (i) Employee Engagement and (ii) Learning and Development at the 15th Singapore Human Resource Awards. This was a recognition of the College’s efforts to foster a continuous learning culture.

Key Enabler 4: Harness the Value of Integrating Digital and Physical Modalities

To upskill the CSC community in digital learning capabilities, CSC organised the HiveMind, a community of practice for CSC staff and trainers to exchange ideas and experiences in designing and delivering interventions across digital and hybrid modalities. The sharing of case studies and practical insights, as well as the inclusivity of conversations, were appreciated by the attendees.

To better integrate interventions across modalities and provide more holistic learning experiences, CSC is exploring plans to pilot tech-enabled learning spaces at its North Buona Vista campus, in addition to INNxCSC.

1 INNxCSC is a sandbox for innovation and experimentation, where public officers can come together to learn, collaborate, and try out new ideas in a safe environment.
LOOKING AHEAD
The College’s approach to keeping delivery modalities flexible allowed it to pivot effectively and keep business volume healthy in FY2021.

With workforce transformation and capability development needs expected to further intensify, developing and scaling relevant offerings to meet customers’ needs in a timely manner would be of priority to CSC.

In FY2022, CSC will continue to support the major priorities of the Public Service. This translates to four priority areas as follows:

<table>
<thead>
<tr>
<th>Priority 1</th>
<th>Priority 2</th>
<th>Priority 3</th>
<th>Priority 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rationalise and Strengthen Core Domains and Priority Areas</td>
<td>Meet Customers’ Needs with Speed and Scale</td>
<td>Support the Public Service’s Shift towards Competency-driven Growth</td>
<td>Innovate and Integrate Learning Delivery Across Modalities</td>
</tr>
</tbody>
</table>
## Financial Summary (As at 31 March 2022)

### Assets

<table>
<thead>
<tr>
<th></th>
<th>FY2021</th>
<th>FY2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property, plant and equipment and intangible assets</td>
<td>8.4</td>
<td>12.9</td>
</tr>
<tr>
<td>Grant receivables</td>
<td>6.8</td>
<td>-</td>
</tr>
<tr>
<td>Trade and other receivables and prepayments</td>
<td>10.0</td>
<td>12.1</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>47.0</td>
<td>50.2</td>
</tr>
<tr>
<td>Financial assets at amortised cost</td>
<td>18.3</td>
<td>17.8</td>
</tr>
<tr>
<td>Financial asset at fair value through profit or loss</td>
<td>9.4</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>99.9</strong></td>
<td><strong>93.0</strong></td>
</tr>
</tbody>
</table>

### Liabilities

<table>
<thead>
<tr>
<th></th>
<th>FY2021</th>
<th>FY2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade and other payables and other liabilities</td>
<td>24.0</td>
<td>25.7</td>
</tr>
<tr>
<td>Provision for site restoration</td>
<td>1.3</td>
<td>1.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>25.3</strong></td>
<td><strong>26.7</strong></td>
</tr>
</tbody>
</table>

### Capital and Reserves

<table>
<thead>
<tr>
<th></th>
<th>FY2021</th>
<th>FY2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital and reserves</td>
<td>74.6</td>
<td>66.3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>74.6</strong></td>
<td><strong>66.3</strong></td>
</tr>
</tbody>
</table>

### Dividend

<table>
<thead>
<tr>
<th></th>
<th>FY2021</th>
<th>FY2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dividend payment from reserves</td>
<td>-</td>
<td>3.3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>-</strong></td>
<td><strong>3.3</strong></td>
</tr>
</tbody>
</table>

### Revenue

<table>
<thead>
<tr>
<th></th>
<th>FY2021</th>
<th>FY2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training</td>
<td>45.8</td>
<td>28.4</td>
</tr>
<tr>
<td>Digital learning</td>
<td>18.6</td>
<td>17.3</td>
</tr>
<tr>
<td>Consultancy</td>
<td>4.2</td>
<td>5.0</td>
</tr>
<tr>
<td>Government operating grants</td>
<td>19.4</td>
<td>17.9</td>
</tr>
<tr>
<td>Other operating income</td>
<td>1.0</td>
<td>1.1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>89.0</strong></td>
<td><strong>69.7</strong></td>
</tr>
</tbody>
</table>

### Expenditure

<table>
<thead>
<tr>
<th></th>
<th>FY2021</th>
<th>FY2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff and related costs</td>
<td>37.5</td>
<td>34.5</td>
</tr>
<tr>
<td>Training and consultancy related costs</td>
<td>16.8</td>
<td>12.9</td>
</tr>
<tr>
<td>Maintenance, licence costs, other professional services and other expenses</td>
<td>18.4</td>
<td>16.9</td>
</tr>
<tr>
<td>Rental and utilities</td>
<td>0.6</td>
<td>0.5</td>
</tr>
<tr>
<td>Depreciation of property, plant and equipment and amortisation of intangible assets</td>
<td>5.3</td>
<td>5.4</td>
</tr>
<tr>
<td>Office supplies and materials</td>
<td>0.4</td>
<td>0.4</td>
</tr>
<tr>
<td>Contribution to Government Consolidated Fund</td>
<td>1.7</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>80.7</strong></td>
<td><strong>70.6</strong></td>
</tr>
</tbody>
</table>

Auditors for financial year ended 31 March 2022:

PricewaterhouseCoopers LLP | 7 Straits View, Marina One East
Tower, Level 12, Singapore 018936
Middle East
- Jordan, Ministry of Public Sector Development
- Kuwait, Civil Service Commission
- Oman, State Audit Institution
- Oman, Diwan of Royal Court
- Palestine, Palestine National Authority
- Qatar, Qatar Leadership Centre
- Qatar, Institute of Public Administration
- UAE, 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
- Pakistan, National School of Public Policy
- Sri Lanka, Institute of Development and 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
- 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

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, 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
- 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, Securities and Exchange Commission
- Vietnam, Communist Party of Vietnam Central Inspectorate
- Vietnam, Monitoring Office of Programme 165
- Vietnam, National Academy of Public Administration
- Vietnam, Office of the Government

INTERNATIONAL AND OTHER ORGANISATIONS

- ASEAN Secretariat
- Asian Development Bank (ADB)
- Australia and New Zealand School of Government
- Chilean International Cooperation Agency (AGCI)
- Japan International Cooperation Agency (JICA)
- Korea International Cooperation Agency (KICA)
- Temasek Foundation (TF)
- Global Education and Training Institute (GETI), United Nation Disaster Risk Reduction (UNDRR) Office of Northeast Asia (ONEA)
- Moroccan Agency for International Cooperation (AMCI)
All copyright, trade marks and other intellectual property rights comprised in the information, text, graphics, data and any other materials or works used on or contained in this document (collectively "the Materials") are the sole and exclusive property of Civil Service College, Singapore and/or its licensors.

No part of the Materials may be reproduced, copied, reverse compiled, adapted, distributed, commercially exploited, displayed or transmitted in any manner or by any means or stored in any information retrieval system without prior written consent of Civil Service College, Singapore.