



**ANNUAL REPORT**



2021 - 2022

# CIVIL SERVICE COLLEGE ANNUAL REPORT FOR THE YEAR ENDED 31 MARCH 2022

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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,



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**Mr Loh Khum Yean**

Chairman

31 August 2022



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**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

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## **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

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**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**

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ABOUT

CIVIL SERVICE COLLEGE

# MISSION, VISION AND VALUES

## 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

- 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 (IGP)**

Steward and advance public policy through research and training programmes, with emphasis on the areas of governance, public economics and social policy.

- Ms Penny Yapp** • Institute Director
- Ms Stephanie Tan** • Director

### **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.

- Mr Clarence Chia** • Institute Director

### **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.

- Mr Lam Kai Wah** • Institute Director
- Ms Michelle Wong** • Director (Innovation and 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** • Assistant CEO (Corporate) and 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)

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 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.

**Ms 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.

**Ms Tan Wee Hui** • Head

### Human Resources (HR)

Nurture 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 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.

**Mr Patrick Lau** • Assistant CEO (Strategy and Transformation)





**RESULTS AND**

**KEY ACCOMPLISHMENTS**

AT A

GLANCE

## CORPORATE RESULTS (AS AT 31 MARCH 2022)

## REACH

\* Non-unique participants

No. of Public Officers\*:

44,326

No. of International Officers\*:

2,634

No. of Programmes:

426

## PRODUCTS AND SERVICES

## 1 Value of Learning Programmes:



SYNCHRONOUS

92.7%

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

90.2%

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

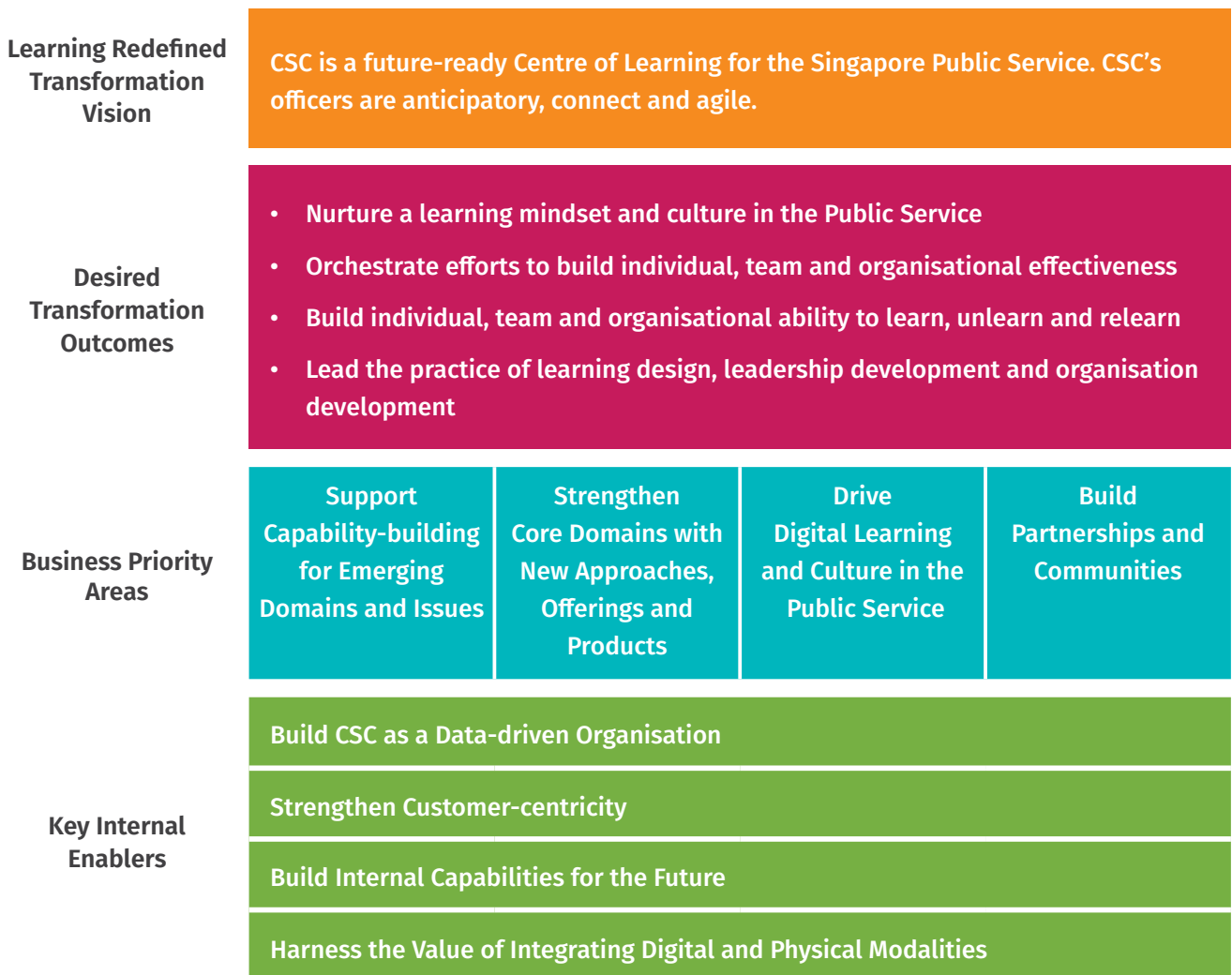
## OVERALL SATISFACTION

**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

AT A  
GLANCE

## CSC FY2021 STRATEGY MAP



## THE YEAR IN REVIEW

### BUSINESS PRIORITY AREAS

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

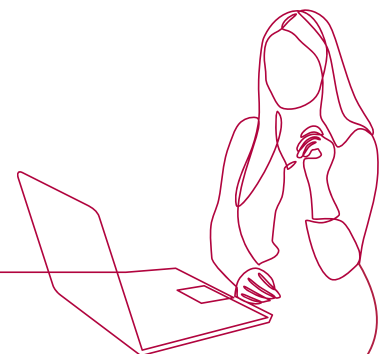


**Drive Digital Learning  
and Culture in the  
Public Service**

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 AREAS

### 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.



Participants of the 2<sup>nd</sup> Directors' Developmental Experience

#### 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.



SENSES webinar on *Inequality Begins at Home - The Parenting Divide Between Economically Advantaged and Disadvantaged Households* with Professor Ariel Kalil



SENSES webinar on *Identifying Positive Adaptive Pathways in Low-income Families in Singapore* with Professor Esther Goh

## BUSINESS PRIORITY AREAS



*Learning in progress for the Data Driven Communications and Research 101 class*

### 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.



*Participants of Masterclass on Building and Sustaining Service Culture*

### 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 AREAS

### 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.

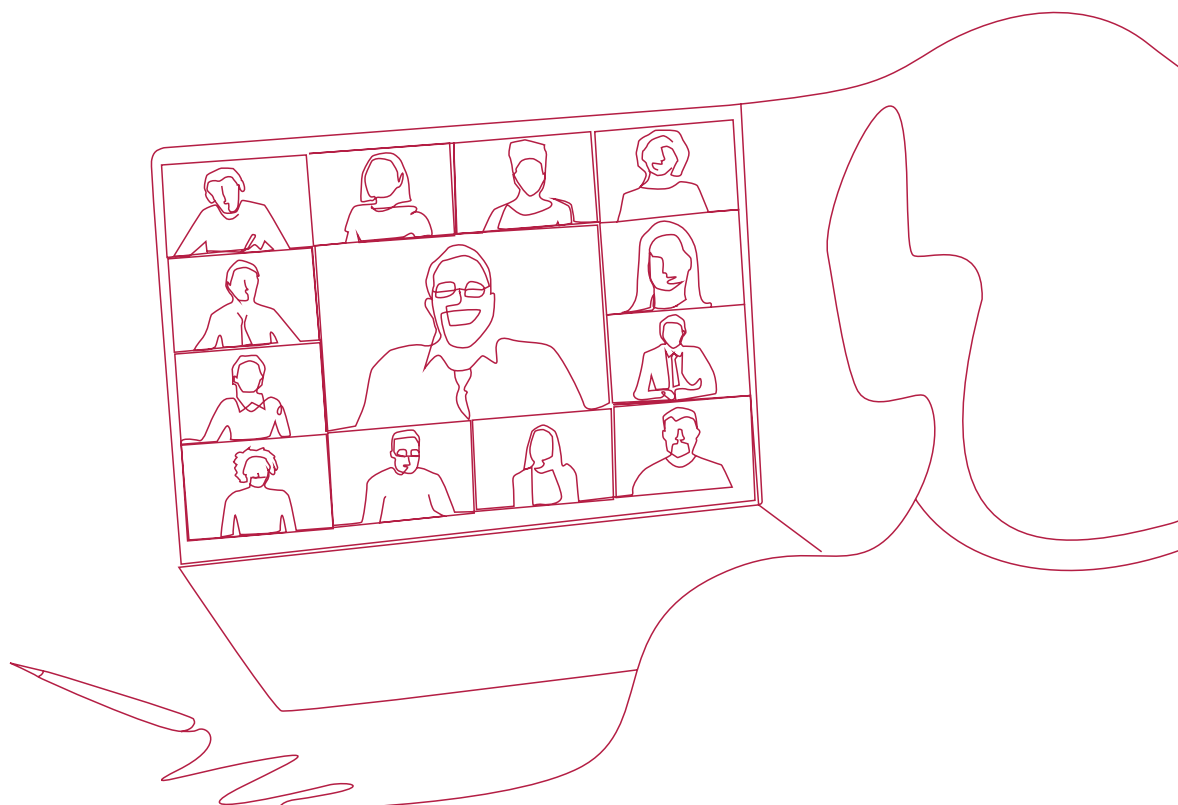
The **LEARN-Digital Classroom** was also launched to support the design and delivery of structured synchronous and asynchronous learning.

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 AREAS

### 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.



Q&A with keynote speakers at the 2021 PSTI Network Symposium on "Virtual Learning: Adapting to the New Normal"

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 **2<sup>nd</sup> 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.







2<sup>nd</sup> International Community of Practice (ICOP) meeting

# THE YEAR IN REVIEW

## INTERNAL TRANSFORMATION

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**

# INTERNAL TRANSFORMATION

## 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.

The screenshot displays the CSC Programme Portal website. At the top, there is a navigation bar with the CSC logo, a search bar, and links for 'Discover Our Programmes', 'Learning At CSC', 'Support', and 'RN x CSC'. Below the navigation bar is a large orange banner with the heading 'Programmes' and a sub-heading 'Browse and register for our programmes by topic, type and audience'. Underneath the banner, there is a section titled 'Featured Programmes' which lists three courses:

- SERVICE DELIVERY**: CLASS | 8.00 hours. 15 Oct 2021. Masterclass In Strategic Complaint Management & Service Recovery - A Systematic Approach On Policies, Processes And People.
- SERVICE DELIVERY**: ELEARN. 21 Oct 2021. Delivering a Great Customer Experience by World Class Benchmarking.
- HUMAN RESOURCE**: CLASS | 16.00 hours. 16 Sep 2021. Redesigning Corporate Service Processes with Lean.

A small smiley face icon is visible in the bottom left corner of the screenshot.

## INTERNAL TRANSFORMATION



### 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 15<sup>th</sup> 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<sup>1</sup>.



Learning space in INNxCSC



Team members of 'Future Classrooms' Project were tasked to transfer key lessons and concepts from INNxCSC into the revamp of the North Buona Vista campus (level 3).

<sup>1</sup> 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

# OUR

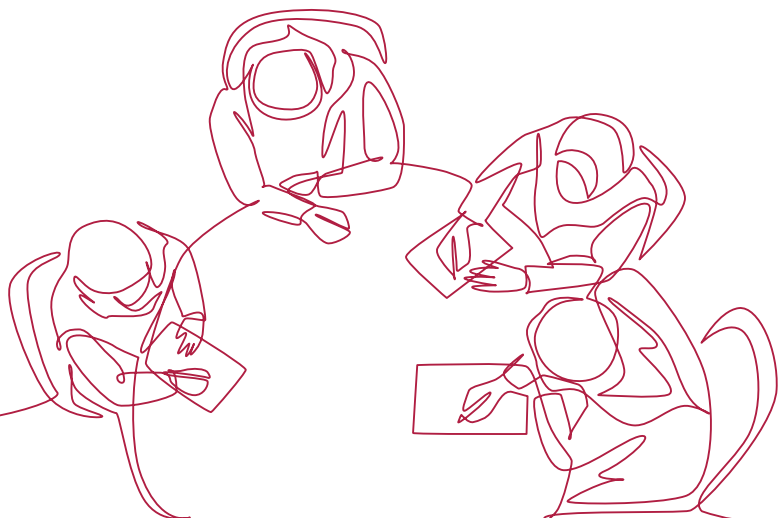
## STRATEGIC FOCUS

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:

<p><b>Priority 1</b></p>  <p>Rationalise and Strengthen Core Domains and Priority Areas</p>	<p><b>Priority 2</b></p>  <p>Meet Customers’ Needs with Speed and Scale</p>	<p><b>Priority 3</b></p>  <p>Support the Public Service’s Shift towards Competency-driven Growth</p>	<p><b>Priority 4</b></p>  <p>Innovate and Integrate Learning Delivery Across Modalities</p>
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CORPORATE

INFORMATION

# FINANCIAL SUMMARY

(AS AT 31 MARCH 2022)

## Assets

	FY2021 S\$'m	FY2020 S\$'m
Property, plant and equipment and intangible assets	8.4	12.9
Grant receivables	6.8	-
Trade and other receivables and prepayments	10.0	12.1
Cash and cash equivalents	47.0	50.2
Financial assets at amortised cost	18.3	17.8
Financial asset at fair value through profit or loss	9.4	-
<b>Total</b>	<b>99.9</b>	<b>93.0</b>

## Liabilities

	FY2021 S\$'m	FY2020 S\$'m
Trade and other payables and other liabilities	24.0	25.7
Provision for site restoration	1.3	1.0
<b>Total</b>	<b>25.3</b>	<b>26.7</b>

## Capital and Reserves

	FY2021 S\$'m	FY2020 S\$'m
Capital and reserves	74.6	66.3
<b>Total</b>	<b>74.6</b>	<b>66.3</b>

## Dividend

	FY2021 S\$'m	FY2020 S\$'m
Dividend payment from reserves	-	3.3
<b>Total</b>	<b>-</b>	<b>3.3</b>

## Revenue

	FY2021 S\$'m	FY2020 S\$'m
Training	45.8	28.4
Digital learning	18.6	17.3
Consultancy	4.2	5.0
Government operating grants	19.4	17.9
Other operating income	1.0	1.1
<b>Total</b>	<b>89.0</b>	<b>69.7</b>

## Expenditure

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

**Auditors for financial year ended 31 March 2022:**

**PricewaterhouseCoopers LLP** | 7 Straits View, Marina One East Tower, Level 12, Singapore 018936



# ORGANISATIONAL PARTNERS

## 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)



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