

ANNUAL REPORT

2025/2026





CIVIL SERVICE COLLEGE ANNUAL REPORT FOR THE YEAR ENDED 31 MARCH 2026

In the opinion of the Directors, the annual report of the Civil Service College is drawn up to present fairly the state of affairs of the Civil Service College as at 31 March 2026.



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Board of Directors (As at 31 March 2026)



1 Ms Tan Gee Keow (Chairman)

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

2 Mr Han Neng Hsiu

Dean and Chief Executive Officer, Civil Service College
Deputy Secretary (Leadership), Public Service Division,
Prime Minister’s Office

3 Mr Hoirul Hafiidz bin Maksom

Director, Sea Limited

4 Ms Trillion So

Audit Partner, PricewaterhouseCoopers Singapore

5 Ms Ngiam Xin Wei

Senior Managing Director and Head of Deliveries, Grab

6 Mr Christian Chao

Chief Executive Officer, Care Corner Singapore Ltd

7 Mr Paul Choo

Chief Human Resources Officer, Bridgestone Asia Pacific Pte. Ltd.

8 Ms Lim Cheng Cheng

Group Chief Financial Officer, Surbana Jurong Group

9 Mr David Yeo

Chairman and Chief Executive Officer, Kydon Group

10 Ms Ang Wan May

Managing Partner, Egon Zehnder International Pte Ltd,
Singapore

11 Mr Henrik Bresman

Associate Professor (Organisational Behaviour), INSEAD

12 Mr Vincent Wu

Deputy Secretary (Policy), Ministry of Health

13 Mr Terence Ho

Executive Director and Associate Professor (Practice),
Institute for Adult Learning Singapore

Board Secretary:

Ms Lee Cher Farn, Deputy Chief Executive Officer (Strategy and Corporate Group) and Institute Director, Institute of Public Sector Leadership, CSC

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Mission, Vision 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 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 2026)



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%





► At a Glance

► The Year in Review

- Progressing Towards Performance-Led Learning and Development
- Advancing Thought Leadership and Practice
- Strengthening Leadership for Transformation
- Deepening Partnerships and Expanding Our Reach
- Enabling a Future-Ready CSC
- Commitment to Sustainability

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At a Glance

FY2025 IN NUMBERS

(as at 31 March 2026)

Reach



145,095

LEARN Subscribers



63,686

Local Public Officers¹



1,588

International Participants¹



Overall Satisfaction

Domain and Functional Areas

94.4% of leaders in Domain and Functional Areas were satisfied with CSC in driving capability development to support Public Sector Transformation

Agencies

96.2% of government agencies were satisfied with CSC in driving capability development to support Public Sector Transformation

Products and Services

Synchronous Programmes

93.5% of learners gave at least four out of five across the indicators of Learning Value (L), Confidence in Application (A) and Learner Engagement (E)

Relevance of Digital Offerings on LEARN

49.1% of learners with activated LEARN accounts enrolled in at least two non-mandatory courses within the FY

Satisfaction with CSC's Consultancy Projects

100%

Satisfaction with CSC's Research Projects

92.5%

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¹Non-unique count of participants

Year in Review

FY2025 marked the first year of CSC’s refreshed three-year strategy. With the operating environment becoming more complex and evolving more rapidly, and with citizen expectations shifting, building a first-class Public Service requires learning to be more tightly linked to organisational performance and outcomes, and leadership and organisation development (OD) capabilities to be strengthened. To achieve this, CSC has deepened partnerships to extend our reach and impact, while continuing to invest in our people, systems and infrastructure, to enable us to effectively carry out our mission.

Building on CSC’s core strengths, we are transforming from a training programme-centric learning institution, towards one centred on enabling workplace learning and performance. We piloted new initiatives, expanded engagement with key partners and stakeholders, and strengthened organisational capabilities, laying the foundation for performance-led learning and development (L&D) across the Public Service.



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Year in Review | Progressing Towards Performance-Led Learning and Development

In FY2025, CSC made steady progress in embedding a performance-led L&D approach across our business lines. We strengthened the link between learning and work performance, built performance consulting capabilities, and leveraged technology and research to deliver more targeted and impactful learning.

Extending Learning Beyond the Classroom

CSC expanded learning beyond training programmes so that officers could continue learning through workplace experiences, social interactions and digital resources.



The *Career Fitness programme for mid-career officers* incorporated pre-programme surveys and post-programme coaching via the Public Service Career Coach Network to help officers gain clarity and develop actionable career plans. Through a year-long **Career Fitness campaign** comprising webinars, classroom programmes, and gamified experiences, officers were equipped to take ownership of their career development, while supervisors gained tools and insights to support their team's growth.

AI-enabled tools and bots were incorporated into leadership milestone programmes to sustain engagement and encourage the practice of self-reflection for leaders.

Career Fitness Launch at the 2025 Public Service Learning Festival

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Year in Review | Progressing Towards Performance-Led Learning and Development

We launched the **CSC Transfer Toolkit** to help CSC learning designers create learning experiences that support workplace application. The toolkit comprises resources, an AI chatbot and a prompt library to strengthen the design of learning before, during and after programmes.



Policy Insider, an online resource hub for the Policy and Planning Community

The **Policy Insider Initiative**, an online resource hub, extended learning beyond formal programmes by offering over 4,000 officers in the leadership and policy and planning communities access to curated practice-oriented resources, including insights, case studies, seminars and guides that support workplace learning.

Personalising and Scaling Learning Through Technology

CSC used AI-enabled tools and digital platforms to make learning more personalised, scalable and responsive to agency and officer needs.

The **new LEARN**, a digital learning platform, was launched as a key enabler of workplace learning. This included the Agency Learning Space, which allows agencies to curate resources and direct learning that is tailored to their officers' needs. We also piloted the complementary Agency Engagement Dashboard, which provided HR leaders with real-time insights into learning data to support evidence-based decision-making and targeted interventions.

CSC developed AI-enabled learning and practice tools to support personalised learning. These included tools such as the **AI Profiler**, which enabled officers to assess their AI competencies and identify development pathways. Simulations such as the **Customer Care Coach** also provided safe environments for frontline service officers to build and practise customer service skills.



LEARN booth at the Public Service Festival 2025

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Year in Review | Advancing Thought Leadership and Practice

CSC advanced thought leadership and practice across the Public Service by producing and translating research in areas aligned to Whole-of-Government priorities. Through research, thought leadership platforms and communities of practice, CSC generated and shared insights on emerging developments and leading practices in public administration, leadership, OD and learning.

Shaping Public Sector Policy and Practice through Research

CSC developed new case studies that drew practical lessons from international developments in digital governance, technology and public administration. We also conducted studies such as the annual **Government Service Benchmarking Study** to provide agencies with comparative insights to strengthen service transformation.



To extend our research reach, insights from the **Social-Economic Nexus Speaking Engagement Series (SENSES)** were made available on LEARN, extending access to perspectives on participatory planning, citizen ownership and the adoption of new energy technologies. These resources supported officers in applying emerging insights to their work.

As the next bound of public sector learning will involve rethinking existing paradigms, CSC conducted the **Unlearning in Practice** research study to examine the landscape of unlearning practices. Insights from academics and learning practitioners will be translated and contextualised into practical applications for CSC and the wider Public Service.

The SENSES series featured virtual sessions with speakers sharing insights on emerging social, economic and technology issues

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Year in Review | Advancing Thought Leadership and Practice

Growing Leadership and Organisation Development Capabilities

In January 2026, CSC was appointed **Sector Lead for the OD job family and functional area**, in recognition of our domain expertise and contributions to developing OD capabilities across the Public Service. This built on the foundation established through the **2025 State of OD Practice Research** study, whose insights continued to inform OD capability-building efforts.

CSC developed and shared resources on organisational agility and team learning with public sector leaders through platforms such as the Senior Leaders Forum and agency engagements. To strengthen public sector capability development in organisational agility, CSC engaged Dr Christopher Worley, a globally recognised expert in organisation design and agility, as its Senior Visiting Fellow in 2025. The engagement with Dr Worley in **Leading, Building and Sustaining an Agile Organisation** was well received by senior leaders and contributed to CSC’s efforts to deepen organisational agility capabilities across the Public Service.



Senior Leaders Forum held at the Civil Service College on 24 September 2025

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Year in Review | Advancing Thought Leadership and Practice

Through thought leadership and community-building platforms, CSC equipped change and OD practitioners to navigate digital transformation while keeping people at the centre. Sessions such as *Teaming with AI: Shaping the Future of OD* and *AI and The Human Element: Leading Change in the Age of Artificial Intelligence* brought together global thought leaders and practitioners to explore how AI could augment human-centred OD and change practices.

Over 100 OD practitioners and colleagues from across the Public Service joined the ODEx CoMeet on 22 September 2025 with Markus Edgar Horneß to explore what happens when AI becomes a teammate



CSC developed new leadership development initiatives including the launch of the *Directors Leadership Series*, designed for experienced directors, and the *Leaders Building Leaders Learning Series*, which equipped leaders with practical capabilities in storytelling, coaching and career development.

Participants at the 1st and 2nd Directors Leadership Series Community Meets

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Year in Review | Advancing Thought Leadership and Practice

Shaping the Future of Learning and Development

CSC’s research on the *Future of Technology Advancements in Learning and Development* produced a Learning Technology Research Roadmap spanning six areas, from courseware authoring to adaptive assessment. The roadmap guided the selection of authoring tools for CSC’s learning designers and shaped the piloting of learning technologies in programmes. For example, AI-enabled tools provided realistic workplace scenarios for practice and facilitated reflections, helping learners apply and reinforce their learning.

In March 2026, CSC organised the inaugural *AI and Learning Technology Summit*. This conference brought together 256 HR leaders and L&D professionals from across the Public Service to exchange perspectives, learn from real-world applications and strengthen partnerships with technology providers.



Civil Service College’s inaugural ALTitude 2026: AI and Learning Technology Summit, exploring the evolving role of AI and learning technologies in the Public Service

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Year in Review | Advancing Thought Leadership and Practice

To strengthen leadership effectiveness across the Public Service, CSC enhanced support for leaders at different stages of the leadership journey, strengthened leadership team effectiveness, and deepened understanding of leadership performance through research and knowledge-sharing. Through targeted development interventions, OD support and evidence-based insights, CSC equipped leaders and leadership teams to navigate evolving challenges and lead more effectively in their roles.



Participants of the 1st Bridges programme with Mr Desmond Tan, Senior Minister of State in the Prime Minister's Office, at a dialogue session

CSC enhanced its *advisory and consultancy support for first-time Chief Executives and Deputy Secretaries* during onboarding, providing clearer follow-through on their support areas and capability needs. It also strengthened support for senior leadership teams through organisational-level analysis and action planning for the Whole-of-Government Employee Engagement Survey. Train-the-Trainer workshops and a dedicated Microsoft Teams community further equipped agencies to lead their own survey follow-up efforts.

CSC launched the *Bridges programme* to strengthen support for middle managers, bringing together earlier interventions into a coherent milestone experience. Participants reported a deeper understanding of Public Service priorities, greater clarity about their leadership role, and stronger capabilities to navigate middle-management challenges.

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Year in Review | Advancing Thought Leadership and Practice

The **Leaders Building Leaders movement** was embedded across milestone programmes, including the Foundation Course, Learn to Lead Programme, Bridges and the Senior Management Programme. Through engagements with senior leaders and programme alumni, participants gained practical insights from diverse leadership experiences and expanded their networks across the Public Service.

A **new partnership with 6 Team Conditions** expanded CSC's support for leadership teams by increasing the pool of certified OD practitioners with team-coaching capabilities and introducing new programmes to help leaders create the conditions for effective teams.



Inaugural team coaching certification for OD practitioners under the new partnership with 6 Team Conditions saw 24 OD practitioners newly minted as team coaches after completing the OD Masterclass (March – April 2026)

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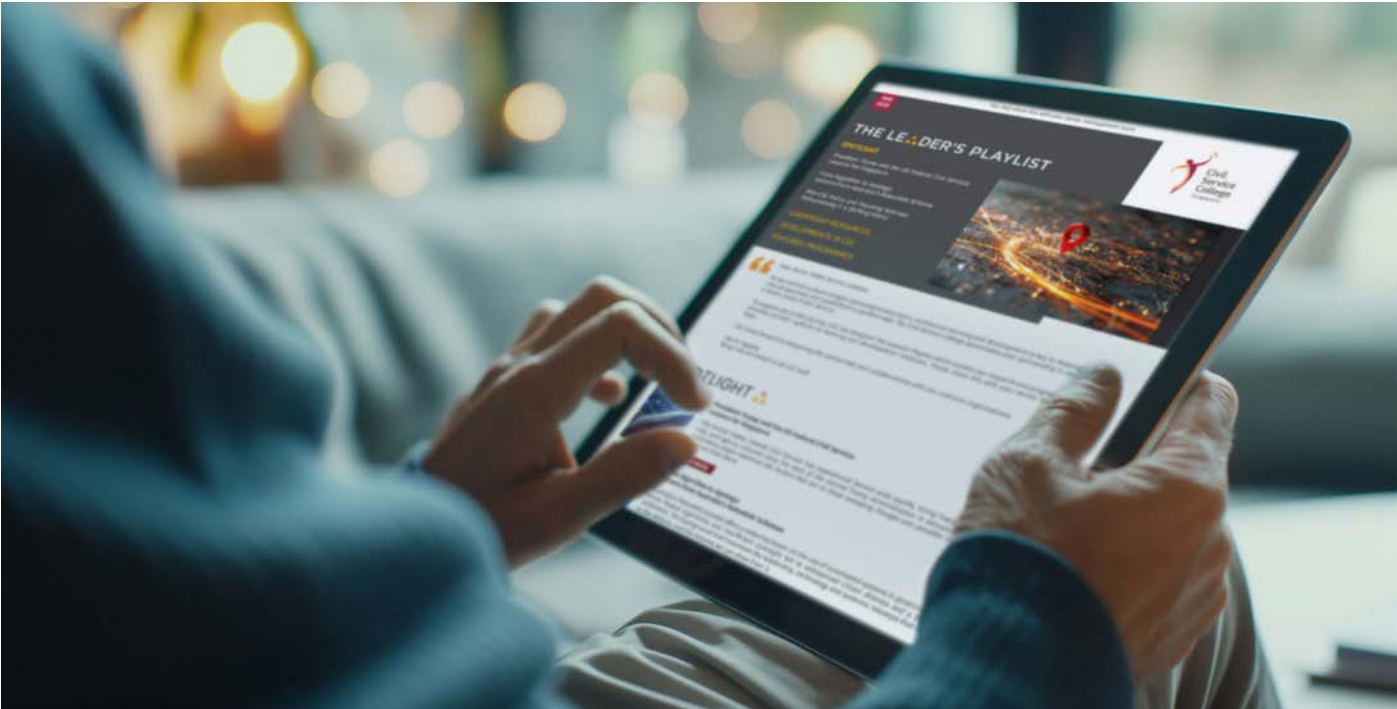
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Year in Review | Strengthening Leadership for Transformation

To deepen understanding of leadership performance across the Public Service, CSC conducted research and analysis of talent pool profiles, leaders and leadership teams. The research identified key strengths, developmental needs and lived experiences among leaders. These insights shaped the design of relevant interventions and support for leadership development.



CSC also launched the **Leaders' Playlist**, a newsletter for senior leaders that curated relevant research, insights and learning resources to support their continued development.



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Year in Review | Deepening Partnerships and Expanding Our Reach

CSC deepened strategic collaborations with agencies, learning partners and international counterparts to extend capability development, strengthen the learning ecosystem and amplify Singapore's contribution to public sector learning.

Building a Stronger Learning Ecosystem

CSC strengthened its role in shaping public sector L&D by fostering knowledge-sharing and collaboration with Public Sector Training Institutes (PSTIs) and agencies' L&D functions. To better understand the evolving L&D landscape, CSC conducted a **Learning and Development Function Landscape Analysis Survey** across PSTIs and agencies, which informed future capability-building and partnership efforts. CSC also organised a virtual L&D event showcasing initiatives such as Career Fitness and AI Ignite.

CSC fostered a culture of continuous learning across the Public Service by engaging Senior Public Sector Leaders as active partners in capability development. This included engaging programme alumni and senior leaders as podcast speakers and project mentors. Through the sharing of practical experience and insights, our leaders enriched learning experiences and strengthened collective knowledge.

CSC enhanced its standing in leadership development through a **strategic partnership with the Singapore Institute of Management (SIM) Academy**. The Memorandum of Understanding signed in May 2025 established a joint programme and certification pathways in systems leadership and thinking.

CSC partnered with external institutions to grow Singapore's external thought leadership and influence. The **Connect ASEAN Leaders programme**, jointly developed by CSC and the Lee Kuan Yew School of Public Policy (LKYSPP), provided an opportunity to cultivate and growing the capabilities of regional leaders.



PSTI Network visit to Civil Defence Academy on 4 July 2025



MOU Signing Ceremony held at Singapore Institute of Management on 26 May 2025

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Year in Review | Deepening Partnerships and Expanding Our Reach

Strengthening International Partnerships and Singapore's Global Presence

CSC continued to strengthen Singapore's international engagement through exchanges, capability-development partnerships and networks that fostered mutual learning and collaboration.

In partnership with the Ministry of Foreign Affairs (MFA), CSC delivered 34 multi-country and bilateral **Singapore Cooperation Programme** courses, sharing Singapore's experience in public administration and emerging areas such as digital governance, AI implementation, and sustainability.



Participants of the Singapore-Oman Regional Institute for Infrastructure Development (RIID), Singapore Cooperation Programme (SCP) on strategic leadership and public governance



Senior Public Sector Leaders at the 2nd Singapore-United Kingdom Public Service Roundtable



Participants of the IMDA-CSC Global Immersion Series (GIS-Shenzhen) – Powering Tomorrow: Inside Shenzhen's Digital Ecosystem

CSC supported the Public Service Division's (PSD) senior-level exchanges through platforms such as the Singapore-Malaysia Joint Seminar and Public Service Games, the Singapore-China Forum on Leadership, and the Singapore-United Kingdom Public Service Roundtable.

CSC partnered the Ministry of Trade and Industry (MTI) to organise seven programmes facilitating knowledge transfer for Suzhou Industrial Park officials. CSC also partnered other local agencies such as the Ministry of National Development (MND) and Infocomm Media Development Authority (IMDA) to support their bilateral and regional engagements through capability development programmes.

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Year in Review | Deepening Partnerships and Expanding Our Reach

CSC expanded its international footprint through five **Civil Service Exchange Programmes** with counterparts from Brunei, Malaysia, Thailand and China. CSC also hosted 20 official foreign visits and represented Singapore at key regional platforms, including the ASEAN PSTI Network, the ASEAN China Academies on Governance and Public Administration, Think Tanks Seminar, and the ASEAN Conference on Future-Ready Public Service.

CSC's flagship **Leaders in Governance Programme** strengthened Singapore's soft power by convening senior leaders and fostering international networks that reinforced Singapore's standing as a trusted partner and thought leader in governance and public service transformation.



Leaders from the ASEAN PSTI at the PSTI Network Meeting, themed "Fit for the Future", hosted by Institut Perkhidmatan Awam (IPA), under the Prime Minister's Office of Brunei Darussalam



Senior Leaders at the 17th Leaders in Governance Programme



Participants engaged in a facilitated team-building activity



Learning journey to Woodleigh Glen

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Year in Review | Deepening Partnerships and Expanding Our Reach

Amplifying Impact Through Digital Engagement

As learning increasingly takes place across digital platforms, CSC used social media and new marketing approaches to broaden access to learning content, deepen audience engagement, and raise awareness of its programmes, products and thought leadership across the Public Service.



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Year in Review | Enabling a Future-Ready CSC

With a workforce of 322 officers as at 31 March 2026, CSC continued to strengthen its organisational foundations through digital transformation, operational improvement, capability development and infrastructure rejuvenation.

Digital Transformation

CSC refreshed its enterprise technology systems, including the new LEARN platform and Programme Management and Administration Platform (PMAP), to enable workplace learning and improve how we deliver learning across the Public Service. Through AI and automation, CSC achieved more than 4,000 man-hours in productivity gains and infrastructure-related cost savings. CSC is also among the leading agencies in AI adoption, achieving 100% Copilot adoption.

Developing Our People and Learning Partners

CSC invested in the capabilities of our officers and learning partners to support the refreshed strategy and strengthen learning excellence across the Public Service.

Officers were equipped with performance-led L&D and digital competencies through formal, social and workplace learning, alongside coaching and developmental opportunities such as Short-Term Immersion Programmes and gigs.



CSC officers attending a learning journey to the Home Team Tactical Centre



Interactive activity at Career Game Workshop

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Year in Review | Enabling a Future-Ready CSC

CSC also strengthened the broader learning ecosystem by enhancing funding to support our Associates' professional development. CSC recognised the valuable contributions of our learning partners through the annual Partners Appreciation Event, for their expertise and commitment which enriched learning experiences and supported capability development across the Public Service.



Coordinating Minister for Public Services Mr Chan Chun Sing with CSC's longstanding and new learning partners at the special Partners Appreciation Evening held in conjunction with CSC's 25th Anniversary on 23 January 2026

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Year in Review | Enabling a Future-Ready CSC

Rejuvenating Our Physical Infrastructure

CSC’s refreshed Level 3 space received the SG Mark (Spatial Design) award, with the refurbishment marking the first phase of CSC’s infrastructure rejuvenation plan at the Buona Vista building. The redesigned space features more flexible learning areas, collaborative zones and quiet workspaces to support diverse learning and work needs, with sustainability considerations (e.g. energy-efficient systems) integrated into the design.



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Year in Review | Commitment to Sustainability

CSC is committed to GreenGov.SG and provides a sustainable environment for both staff and learners through the following:

- 💡 Reduce environmental footprint by conserving energy and water, and reducing waste
- 💡 Foster a culture of sustainability by raising the awareness of staff and learners on making environmentally conscious decisions
- 💡 Incorporate sustainability practices into daily operations and programmes
- 💡 Include green requirements across CSC’s procurement cycle

As an educational institution, CSC consumes energy and water resources to support the needs of the building occupants. We are committed to adopting proactive and sustainable solutions to enhance resource efficiency and ensure the ongoing success of sustainability initiatives.

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Year in Review | Commitment to Sustainability

CSC’s sustainability governance structure (Figure 1) is supported by daily operations that are overseen by the Corporate Development (CD) Department. The CD-Estate Management team and Green Sub-Committee report on sustainability targets and initiatives to the Senior Management Team twice a year (see FY2025 targets and achievements at Figure 2).

Figure 1:
CSC’s sustainability governance structure

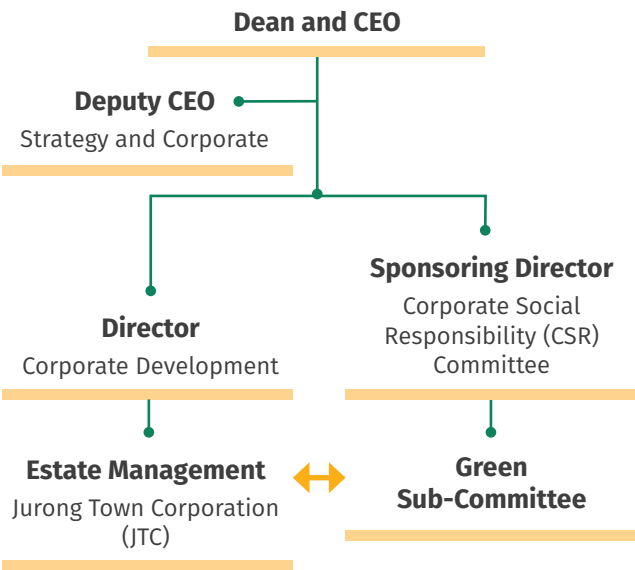


Figure 2:
CSC’s sustainability metrics from FY2023 to FY2025

Category	Targets	Baseline ¹	FY2023	FY2024	FY2025
Greenhouse Gas Emission (GHG) (tCO ₂ e)	No set targets. Peak emission around 2026 ²	784	631	590	658
Electricity Consumption (kWh)	-	1,871,632	1,549,465	1,433,518	1,599,333
Energy Utilisation Index (EUI) (kWh/m ²)	10% reduction in EUI from baseline by 2030	115.90	95.95	88.77	96.56
Water Consumption (m ³)	-	8,472.0	5,256.6	5,672.5	6,636.3
Water Efficiency Index (WEI) (litres/pax/day)	10% reduction in WEI from baseline by 2030	94.49	60.00	61.80	67.16
Total Waste Disposed of (kg)	-	85,406	75,842	37,968	18,217
Waste Disposal Index (WDI) (kg/pax/day)	30% reduction in WDI from baseline by 2030	1.11	0.96	0.41	0.18 ³

¹ In line with GreenGov.SG, the average of FY2018-FY2020 is used as baseline for electricity and water metrics, while FY2022 is used as baseline for waste metrics.

² CSC anticipates that emissions will peak in FY2026, following which a decline is expected as major renovation works are completed, and energy-inefficient equipment is progressively upgraded.

³ The reduction in WDI from FY2024 to FY2025 was primarily attributed to the correction of reported waste quantities by the Public Waste Collector (PWC) in September 2024.



Year in Review | Commitment to Sustainability

In FY2025, CSC sustained its performance within the GreenGov.SG sustainability targets since achieving them in FY2023. Compared with FY2024, when renovation works were carried out, higher electricity and water consumption reflected a resumption of business activity and occupancy in the building, alongside a baseline level of demand required to support essential operations. Notwithstanding higher occupancy, waste generation decreased, driven by strengthened staff behavioural awareness and improved segregation practice.

For FY2026 and beyond, CSC will work on improving energy, water and waste efficiency by optimising maintenance schedules, with plans to implement the following measures.



EUI Electricity

- a. Adjust the use of centralised air conditioning system during low occupancy period
- b. Replace non-energy efficient air conditioning units with energy efficient units
- c. Replace non-energy efficient lighting with LED lighting
- d. Reduce the number of non-essential light fixtures in common spaces
- e. Reduce the operating hours for lifts and screens during low occupancy period
- f. Switch to demand-based carpark lighting



WEI Water

- a. Reduce hi-jetting washing to the perimeter compound and carpark areas



WDI Waste

- a. Recycle food waste to food composter
- b. Reduce single-use plastic at workstations

To support our commitment to sustainability, CD and the Corporate Social Responsibility Committee organised a range of initiatives, including learning journeys and hands-on activities, to cultivate a corporate culture of sustainability.

CSC officers on a learning journey to Sustainable Singapore



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Looking Ahead

Our Road Ahead

As CSC enters the second year of its refreshed strategy, we will make a more decisive push to transform our business model and advance performance-led L&D for the Public Service. We expect our portfolio to diversify beyond today's training and programmes, to support learning in the workplace, such as through performance consulting, enhancing LEARN as a core enabler of learning in the flow of work, and other new products. CSC will also deepen our partnerships with agencies, functional leads, and external organisations.

To support these ambitions, CSC will continue to harness AI and drive business transformation to achieve productivity and operational excellence, while investing in our workforce capabilities so that our officers are equipped and empowered to deliver on CSC's evolving mandate.

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(as at 31 March 2026)

Assets			
	FY2025 S\$'m	FY2024 S\$'m	
Property, plant and equipment and intangible assets	23.3	16.3	
Trade and other receivables and prepayments	19.7	11.2	
Cash and cash equivalents	34.1	40.7	
Financial assets at amortised cost	27.7	29.0	
Financial asset at fair value through profit or loss	9.5	9.4	
Total	114.3	106.6	
Liabilities			
Trade and other payables and other liabilities	31.3	27.4	
Provision for site restoration	0.8	1.5	
Total	32.1	28.9	
Capital and Reserves			
Capital and reserves	82.2	77.7	
Total	82.2	77.7	
Dividend			
Dividend payment from reserves	-	1.6	
Total	-	1.6	

Revenue			
	FY2025 S\$'m	FY2024 S\$'m	
Training	57.2	51.2	
Digital learning	21.3	18.7	
Consultancy	3.4	4.1	
Government grants	21.5	19.5	
Other operating income	2.2	2.9	
Total	105.6	96.4	
Expenditure			
Staff and related costs	46.4	45.1	
Training and consultancy related costs	17.8	17.9	
Maintenance, licence costs, other professional services and other expenses	26.9	27.8	
Rental and utilities	1.1	1.2	
Depreciation of property, plant and equipment and amortisation of intangible assets	7.7	4.7	
Office supplies and materials	0.2	0.2	
Contribution to Government Consolidated Fund	0.9	-	
Total	101.0	96.9	

FY2024 and FY2025 Auditors:

Foo Kon Tan LLP

1 Raffles Place, #04-61 One Raffles Place Tower 2, Singapore 048616

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COUNTRY PARTNERS

Africa

- Egypt, National Training Academy

Central Asia

- Kazakhstan, Academy of Public Administration
- Tatarstan, Kazan Federal University

East Asia

- China, Beijing Administration Institute
- China, Central Party School & National Academy of Governance
- China, Shanghai Administrative Institute
- China, Shanghai Municipal Committee Organisation Department
- China, Shenzhen Reform and Opening Up Executive Leadership Academy
- China, Sino-Singapore Tianjin Eco-City
- China, Suzhou Industrial Park Administrative Committee

Middle East

- Abu Dhabi, Department of Government Enablement
- Jordan, Institute of Public Administration
- Oman, Regional Institute of Infrastructure Development
- Qatar, Institute of Public Administration
- Qatar, Qatar Leadership Centre
- United Arab Emirates, Government Development and The Future Office
- Saudi Arabia, Missions and Initiatives Affairs Office

Oceania

- Australia, Australian Public Service Academy

South Asia

- Bangladesh, Ministry of Finance
- Bangladesh, Ministry of Public Administration

South East Asia

- Brunei, Civil Service Institute
- Cambodia, Royal School of Administration
- 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, Public Administration, Research and Training Institute
- Malaysia, National Institute of Public Administration
- Malaysia, Leadership Institute of Sarawak Civil Service
- Myanmar, Central Institute of Civil Service
- Philippines, Civil Service Institute
- Thailand, Civil Service Training Institute
- Thailand, Office of Civil Service Commission
- Vietnam, Academy of Public Administration and Governance

INTERNATIONAL ORGANISATIONS AND AID AGENCIES

- ASEAN Secretariat
- Agencia Presidencial de Cooperación Internacional de Colombia, APC-Colombia
- Chilean International Cooperation Agency
- Colombo Plan Staff College
- Japan International Cooperation Agency
- Kazakhstan Agency of International Development
- Morocco Agency for International Cooperation
- National Unit for Disaster Risk Management in Colombia
- United Nations Office for Disaster Risk Reduction Office of Northeast Asia Global Education & Training Institute

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