



# ANNUAL REPORT

Civil Service College  
Singapore

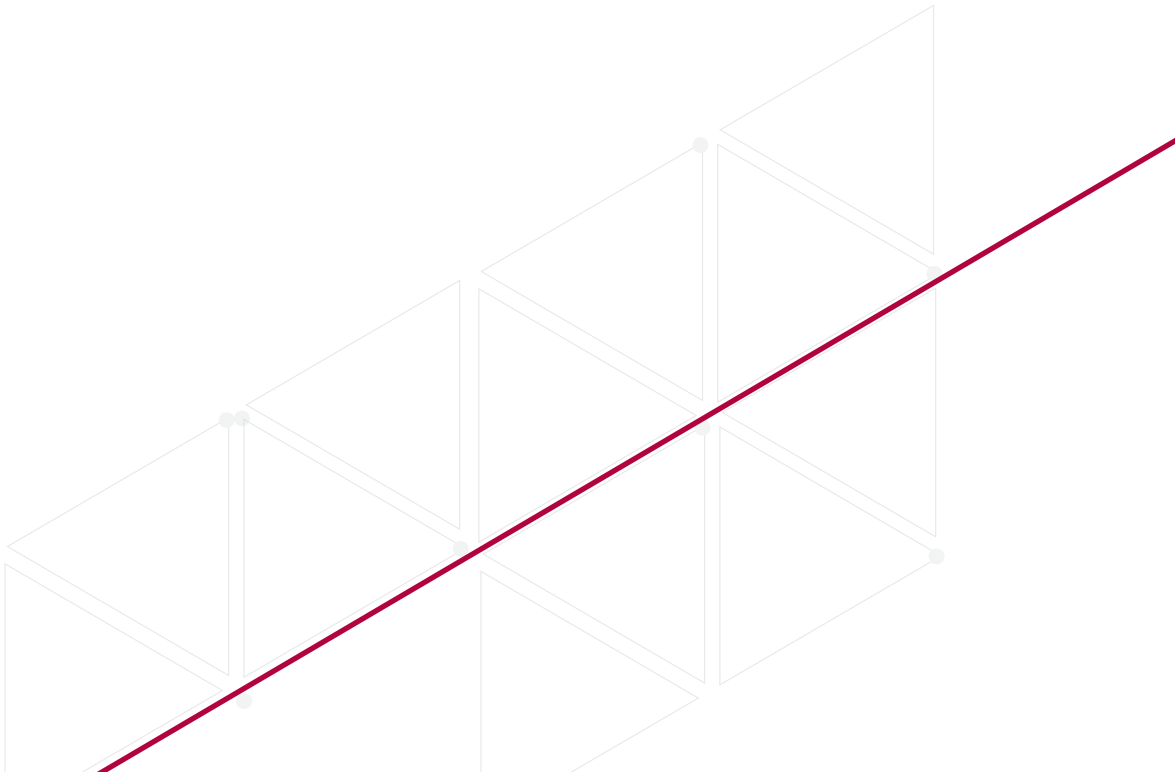
2023-2024

# CIVIL SERVICE COLLEGE ANNUAL REPORT FOR THE YEAR ENDED 31 MARCH 2024

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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 2024.**

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



# BOARD OF DIRECTORS

(AS AT 31 MARCH 2024)

## Ms Tan Gee Keow (Chairman)

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

## Mr Han Neng Hsiu

Dean and Chief Executive Officer (CEO),  
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 Christian Chao

Chief Executive Officer,  
Care Corner

## Mr Clarence Ti

Deputy President (Administration),  
National University of Singapore

## Mr David Yeo

Chairman and Chief Executive Officer,  
Kydon Group

## Mr Henrik Bresman

Associate Professor (Organisational Behaviour),  
INSEAD

## Ms Lim Cheng-Cheng

Group Chief Corporate Officer,  
Singapore Telecommunications Limited

## Mr Mohammad Shariq Barmaky

Chief Executive Officer,  
Deloitte Singapore

## Mr Paul Choo

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

## Ms Sasha Foo

Managing Director (Group Technology),  
DBS Bank Ltd.

## Mr Wahab Yusoff

Founding Partner and  
Acting Chief Executive Officer,  
Rekanext Capital Pte. Ltd.

## Mr Yeo Li Pheow

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

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The following members stepped down as of 30 September 2023:

## Mr Cyril Chua

Managing Director,  
Robinson LLC

## Mr Joseph Leong

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

## Dr Lee Shiang Long

Group Chief Technology and Digital Officer,  
ST Engineering

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

## Mr Pang Kin Keong

Permanent Secretary,  
Ministry of Home Affairs

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

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**ABOUT  
CIVIL SERVICE COLLEGE**



# MISSION, VISION, TRANSFORMATION OUTCOMES 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 Transformation Outcomes

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

## Our Values

People: Value and appreciate them

Integrity: Uphold truth and fairness

Excellence: Strive to always do better

# ORGANISATION STRUCTURE AND SENIOR MANAGEMENT TEAM

Information is accurate as at 31 March 2024

## DEAN'S OFFICE

<b>Mr Han Neng Hsiu</b>		Dean and CEO
<b>Mr Patrick Lau</b>		Assistant CEO (Strategy and Transformation)
<b>Mr Hoe Wee Meng</b>		Assistant CEO (Corporate)
<b>Mr Roger Tan</b>		Assistant CEO (International)
<b>Ms Eleanor Ng</b>		Chief Learning and Development Officer

## INSTITUTES

### Institute of Governance and Policy

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

<b>Ms Penny Yapp</b>		Institute Director
<b>Ms Faith Perh</b>		Director (Special Projects)

### Institute of Leadership and Organisation Development

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

<b>Mr Clarence Chia</b>		Institute Director
<b>Ms Chia Nah Nah</b>		Director

### Institute of Learning Technology

Provide a Whole-of-Government learning platform, and promote the use of technology for competency development and upskilling of public service officers.

<b>Mr Kelvin Tan</b>		Institute Director
<b>Ms Tan Wee Hui</b>		Director

### Institute of Public Administration and Management

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

<b>Mr Lam Kai Wah</b>		Institute Director
<b>Ms Michelle Wong</b>		Director

### Institute of Public Sector Leadership

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

<b>Mr Hoe Wee Meng</b>		Assistant CEO (Corporate) and Institute Director
<b>Mr Tan Chian Chern</b>		Director

### Civil Service College International

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

<b>Mr Roger Tan</b>		Assistant CEO (International)
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## BUSINESS SUPPORT UNITS

### Learning Futures Group

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

**Ms Iva Aminuddin** | Director

### Programme Management Unit

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

**Ms Michelle Wong** | Director

### Project INEX (INtegrated EXperience)

Drive the consolidation and integration of business requirements and processes across College to provide a seamless learner and agency experience.

**Ms Michelle Wong** | Director

## CORPORATE SERVICES

### Communications and Customer Engagement

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

**Ms Shireen Lim** | Director

### Corporate Development

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

**Mr Lim Tong Kwang** | Director

### Data Office

Strengthen data infrastructure and expedite the development of data capabilities.

**Mr Loke Chok Kang** | Head

### Human Resources

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

**Ms Mavis Tan** | Director



## CORPORATE SERVICES

### Internal Audit

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

**Mr Hoe Wee Meng** | Assistant CEO (Corporate)

### Infocomm Technology

Develop technical infrastructure and harness digital technology to boost business efficiency and deliver good customer experience.

**Mr Mike Lim** | Chief Information Officer

### Strategy and Transformation Office

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

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

## MAJOR SHAREHOLDER OF SUBSIDIARY COMPANIES

All companies that the Statutory Board has a majority stake in

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



**KEY  
ACCOMPLISHMENTS**



# At a Glance

## CORPORATE RESULTS (as at 31 March 2024)

### REACH \*Non-unique participants

No. of Public Officers\*

47,754

No. of International Officers\*

3,849

No. of Programmes

378

## PRODUCTS AND SERVICES

### 1 Value of Learning Programmes

#### SYNCHRONOUS

**92.6%** of learners gave an average score of at least **4 out of 5** across the LAE indicators:  
(i) Learning Value  
(ii) Confidence in Application  
(iii) Learning Engagement

#### ASYNCHRONOUS

**89.5%** of learners gave an average score of at least **3.5 out of 5** across the LAE indicators:  
(i) Learning Value  
(ii) Confidence in Application  
(iii) Learning Engagement

### 2 Satisfaction with CSC's Consultancy Projects

100%

### 3 Satisfaction with CSC's Research Projects

92.0%

### 4 Relevance of Offerings on LEARN

58.0%

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

## OVERALL SATISFACTION

**89.5%** of functional leads of identified Domain Areas were satisfied with CSC in supporting capability development in their priority area(s) of interest to drive Public Sector Transformation outcomes

**94.7%** of government agencies and ministries were satisfied with CSC in supporting capability development in their organisation in alignment with Public Sector Transformation priorities

# THE YEAR IN REVIEW

In FY2023, CSC's programmes reached a high volume of 47,754 public officers, as the College endeavoured to meet changing learning demands and maintain a high quality of products and services. To support CSC's strategic priorities, a concerted effort was made to consolidate work, create a vibrant and productive workplace, and grow a competent workforce. In addition, CSC has made progress on its sustainability commitment.

## 1. Consolidated Work

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## 2. Created a Vibrant and Productive Workplace

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## 3. Grew a Competent Workforce

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## 4. CSC's Commitment to Sustainability

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## Consolidated Work



CSC conducted a comprehensive review of its curriculum and programmes, collaborating with partners to ensure sustained relevance and effectiveness in meeting the learning needs of the Public Service. Concurrently, the College focused on reshaping its products and services to better serve its stakeholders.

### CURRICULUM AND PROGRAMMES

#### Supported Competency-Driven Growth

CSC supported the push towards competency-driven growth across the Public Service. For instance, the College refreshed the **Compliance and Enforcement** Competency Framework, including a review of job functions and behavioural indicators at different proficiency levels. The College also collaborated with the Public Service Division to roll out new programmes aligned to the **Policy and Planning** Competency Framework and partnered the Ministry of Finance to develop programme evaluation skills in public officers.

CSC engaged Mr Ravi Menon, former Managing Director of the Monetary Authority of Singapore, to design and run “The Singapore Synthesis”, a four-part programme that develops policy and planning competencies for directors. Another successful pilot was the Governance Conversations series, which sought to increase public service leaders’ awareness of public governance issues.



*Discussion at The Singapore Synthesis Workshop with Ravi Menon and Benedict Chia*

## Refreshed Curriculum

**Leadership development** is a core focus of CSC and the College completed a review of the leadership development curriculum. CSC conducted workshops at leadership milestone programmes to familiarise leaders with the Leadership Competency Framework. The College also curated thought leadership engagement like the “Leading in the Age of Not Knowing” by Dr Mary Ann Rainey, co-founder and co-chairperson of the International Gestalt Organization and Leadership Development Program, to support newly appointed Chief Executives in areas such as complexity and agility.



Participants at the Directors' Developmental Experience (DDE) programme

To strengthen leadership teams, CSC provided consultancy services to build team alignment and cohesion. A Leadership Team Effectiveness instrument was introduced, with an abridged self-assessment version incorporated into the “Directors’ Developmental Experience” programme to help new directors be more aware of areas that they could focus on in their leadership teams.

On the **Service Delivery** front, the draft curriculum for frontline service officers in their first year was also completed, with plans to develop the learning module in FY2024. Good progress was also made with the completion of fieldwork for a new research study, “Customer Expectations Study”, which measures citizens’ expectations of public service delivery.

## New Programmes and Tools

CSC developed new tools to support **Public Sector Transformation**, tapping insights and knowledge gleaned from more than 30 consultancy projects across agencies. One of these tools was the S.C.A.L.E. framework, designed to help agencies in prioritising and redesigning work. This framework was included in the “Leading Transformation at Scale” programme for transformation directors and teams.

In the area of **Organisation Development (OD)**, CSC launched the “Executive Certification for OD Professionals”, a first-of-its-kind flexi-stackable certification programme for advanced practitioners. The programme allowed learners to customise learning components based on their learning needs. It consisted of a series of curated masterclasses led by globally recognised experts and included professional coaching and practicum components.

To build **digital capabilities**, the College introduced five Artificial Intelligence (AI) related programmes and a webinar series on “Transforming Government for the Digital Age”, featuring speakers from the Smart Nation and Digital Government Office, GovTech, and CSC’s trainers. The webinars reached out to over 1,400 public officers. CSC also designed the “AI Ignite” campaign to provide more learning opportunities for public officers to understand and use AI tools. This is a year-long campaign that will be launched in FY2024.



Publicity banner for Data and AI webinar series, “Transforming Government for the Digital Age”

Good progress was made in **workplace learning (WPL)**, with the roll-out of the online “WPL Lite!” programme to level up CSC officers’ knowledge of WPL. This programme will be extended to the larger Public Service, particularly Public Service Training Institutions (PSTIs), in FY2024. WPL components were successfully included in programmes such as “Step Up Procurement” and “Finance Development Programme”.



Rising Stronger: Empowering Successful Career Transition” programme

CSC developed relevant programmes to support public officers’ **wellbeing**. These included “A Manager’s Guide to Burnout”, “Supporting Mental Wellbeing for a Thriving Workplace” and “Sustaining Your Wellbeing for the Journey Ahead”. In the area of **transition support**, CSC launched the “Rising Stronger: Empowering Successful Career Transition” programme for officers who might be transiting into different jobs within or outside of the Public Service. The programme included an outdoor experiential segment and other activities to create the right mindset and a safe space for self-reflection, processing emotions, and gaining insights into navigating their career journey.

## Streamlined Programmes

CSC reviewed and streamlined programmes across all domains, based on the priorities of the Public Service, demand and relevance, as well as to reduce duplication with other PSTIs. This helped to free up the bandwidth of CSC officers to work on emerging demands and current priority areas. CSC worked with key stakeholders to transit the running of programmes to agency partners where appropriate.

## Strengthened Partnerships and Engagements

CSC worked closely with PSTIs and Institutes of Higher Learning to meet the learning needs of public officers. Researchers from partnering organisations were invited to share their work at the “Social Economic Nexus Speaking Engagement Series (SENSES)” platform. CSC also collaborated with the Lee Kuan Yew School of Public Policy to run sessions on risk communications, online falsehoods, disinformation and misinformation, all of which were rated highly by participants.

To cover topics on international relations and foreign policy, CSC continued its partnership with the S. Rajaratnam School of International Studies to run a seminar “Beyond the Veil of Foreign Policy: Making Friends, Managing Relationships and Navigating Sensitivities”. Another well-received collaboration was with the Ministry of Foreign Affairs and the ASEAN Studies Centre at the ISEAS-Yusof Ishak Institute to offer a new two-day programme “Understanding ASEAN”.

To support the broader learning and development community in the Public Service, including Human Resource Leaders and agency training coordinators, CSC organised the Learning and Development Community Engagement Series, which delved into topics such as competency-driven growth and redefining purposeful work. About 500 officers from over 80 agencies attended the series, underscoring the keen interest in CSC’s learning and development initiatives.



A Learning and Development community engagement event in April 2024 held at HDB's My Learning Space



## RESHAPED PRODUCTS AND SERVICES

In addition to reviewing curriculum and programmes, CSC reshaped its products and services by leveraging advancements in learning technologies and digitalisation, and integrating lessons learned from the pandemic years.

### Building a Digital Learning Ecosystem

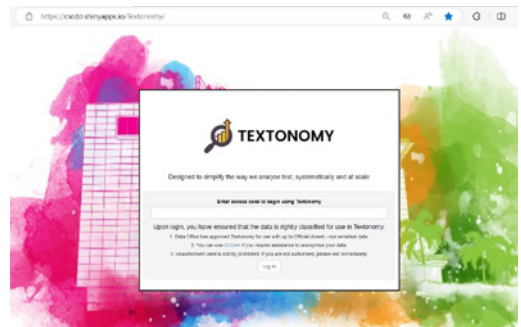
CSC embarked on the building of a new digital learning ecosystem for the Public Service to support competency-driven growth and to provide public officers with curated and more personalised learning experiences. The ecosystem integrates the different learning services and programme management functions. To gather insights and co-create the requirements, CSC engaged agencies and rolled out a learners' survey which yielded over 700 responses. This was complemented by a series of service journey mapping and user stories workshops with CSC officers. The first release of the product will be launched in early FY2025.



CSC engagement with the Public Service Human Resource leaders' community

### Sensemaking Customer Needs

CSC built bespoke data products in-house to leverage machine-enabled intelligence for sharper demand sense-making. Some examples included (i) "IntelliSense", a machine learning tool designed to decode the demand patterns and estimate future demand for CSC's programmes; and (ii) "Textonomy", an AI tool designed to simplify how CSC officers analyse text data collected from learners and customers, both systematically and at scale.



Textonomy Application

### Redesigned Customer Experiences

To improve the learners' experience, CSC worked on consolidating customer service touchpoints for programmes and enquiries on LEARN, our digital learning platform, to an outsourced Contact Centre Solution. This will be launched in FY2024. The College also streamlined services catering to agencies' requests for programmes by using the BookingSG platform to offer fixed training dates on a first-come-first-serve basis, improving operational efficiency and responsiveness.



Outsourced Contact Centre Solution

# Created a Vibrant and Productive Workplace

In FY2023, CSC revitalised the College’s physical spaces to facilitate hybrid learning, enhance engagement for both learners and staff, and foster connections to create a vibrant and productive workplace. Efforts were also made to strengthen internal systems and processes for a more productive workplace.

## The Future Classroom

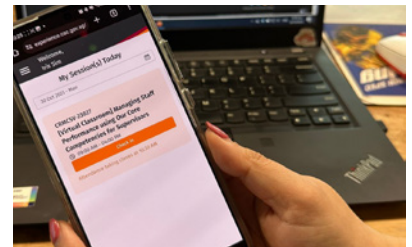
The Future Classroom project, involving a thorough refresh of level 3 of CSC’s Buona Vista campus, was initiated to support hybrid work and learning, and is expected to be completed by end-2024. Besides rejuvenating common areas, classrooms and restrooms, the refreshed spaces will feature sustainable and energy-efficient design, flexible room configurations, communal networking areas, and quiet spaces for focused individual work.



Artist's impression of CSC's Buona Vista campus (level 3)

## Improved Programme Management System

CSC improved its programme management system by introducing new features to provide a more consistent user experience and improve operational efficiency. These included a new e-attendance application, which enabled learners attending both face-to-face classes and virtual classes to take their own attendance using their mobile devices. Improved digital signages were installed, integrating back-end systems to give learners concise and updated information on their classes and venues, thereby enhancing their wayfinding experience.



E-attendance Application

## Enhanced Data Infrastructure and Programmes

CSC implemented pivotal elements of an enhanced data infrastructure, aimed at reducing manual reporting and promoting more prevalent use of data analytics throughout the College. “DataHub” was implemented to provide a central repository for seamless data exchange at scale, fostering collaboration within the College and across the Public Service. “DAWN” (Data Analytics as a Work eNabler) was rolled out to complement DataHub, giving CSC officers access to diverse datasets and essential business dashboards for self-service analysis, insights generation, and organisation-wide reporting.



CSC Data Analytics Week

To advance and strengthen CSC’s data-driven culture, the College held its inaugural “Data Analytics” week in July 2023, in collaboration with key partners such as Amazon Web Services. This event was well-received by staff and provided valuable insights into practical data analytics applications, and promoted interactive learning in data analytics, including a College-wide analytics competition. The initiative contributed significantly to enhancing staff’s data literacy and analytical skills, reinforcing CSC’s commitment to leveraging data for informed decision-making.

## Grew a Competent Workforce

Appointed on 1 April 2023, the Chief Learning & Development Officer (CLDO) serves at the College level, and contributes professional perspectives to strengthen and value-add to the College's strategies, products and services for our customers and stakeholders. The CLDO also guides the development of L&D professionals across Institutes, and has started internal discussions with relevant departments to develop interventions to help CSC officers bridge the gaps in their learning and development competencies. In the longer term, the CLDO will also contribute towards L&D development in the wider service.

CSC continued its efforts to enable all CSC officers to be future-ready and effective in their job roles. More learning opportunities to deepen skillsets in areas such as digitalisation and evaluation were provided. These included internal gigs across departments, self-help resources such as the "Evaluation Playbook", and formal training programmes such as the "Advanced Certificate in Learning and Performance".



CSC "graduates" of the Advanced Certificate in Learning and Performance (ACLP) programme

# CSC's Commitment to Sustainability

In support of the GreenGov.SG movement, CSC is committed to providing a sustainable environment for its employees, learners and other occupants. To achieve this, the College pledges to:

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

CSC's sustainability governance structure is shown in Chart 1. Sustainability in CSC's daily operations is overseen by the Corporate Development (CD) Department, which works with the Corporate Social Responsibility (CSR) committee on culture and education efforts. The CD-Estate Management team and Green Sub-Committee reports on sustainability targets and initiatives to the Senior Management Team on a half-yearly basis.

Chart 1: CSC's sustainability governance structure



Solar Farm Tour at Sembcorp Tengeh Floating Solar Farm



Plant-A-Tree Day

CSC's sustainability metrics from the baseline year to FY2023 are as follows:

Category	Targets	Average of FY2018-FY2020	FY2021	FY2022	FY2023
Greenhouse Gas Emission (GHG)	Peak Emission by 2026*	784 tCO <sub>2</sub> e	527 tCO <sub>2</sub> e	608.9 tCO <sub>2</sub> e	631 tCO <sub>2</sub> e
Energy Utilisation Index (EUI)	10% reduction in EUI by 2030, compared to average 2018-2020 level	115.90 kWh/m <sup>2</sup> (Baseline)	79.96 kWh/m <sup>2</sup>	90.46 kWh/m <sup>2</sup>	95.95 kWh/m <sup>2</sup>
Water Efficiency Index (WEI)	10% reduction in WEI by 2030, compared to average 2018-2020 level	94.49 litres/pax/day (Baseline)	88.00 litres/pax/day	54.43 litres/pax/day	60.00 litres/pax/day
Waste Disposal Index (WDI)	30% reduction in WDI by 2030, compared to 2022 level	Not Applicable	Not Applicable	1.11 kg/pax/day (Baseline Year starts from FY2022 for WDI)	0.96 kg/pax/day

\*CSC expects emission to peak in Calendar Year 2026 and to start falling thereafter when major renovation works are completed and energy inefficient equipment are upgraded.

To improve the Energy Utilisation Index (EUI), Water Efficiency Index (WEI), and Waste Disposal Index (WDI), CSC plans to implement the following measures:

Category	Measures to be implemented
EUI	<ul style="list-style-type: none"> <li>a) Installation of solar panels at roof top</li> <li>b) Progressive replacement of fan coil units to electronically commutated type</li> <li>c) Progressive replacement of dated lightings to LED type</li> </ul>
WEI	<ul style="list-style-type: none"> <li>a) Use only water appliances with 3-tick Water Efficiency Label for all toilets and pantries</li> <li>b) Adjust water pressure of taps at pantries</li> <li>c) Reduce jet-washing frequency for external façade, external grounds/staircases and basement carpark</li> <li>d) Use water pails instead of water hose to water plants</li> </ul>
WDI	<ul style="list-style-type: none"> <li>a) Distribute E-course materials in replacement of hardcopy course materials</li> <li>b) Stop providing bottled water at events and classes</li> <li>c) Stop providing paper/foam cups and plastic stirrers in staff pantries and at water dispensers</li> <li>d) Encourage staff and participants to bring their own cups/mugs</li> <li>e) Replace plastic umbrella sleeves with umbrella dryers</li> <li>f) Segregate recyclable waste from general waste</li> </ul>



**LOOKING  
AHEAD**



# OUR STRATEGIC FOCUS

In the year ahead, CSC will continue to build quality products and services, including the digital learning ecosystem, which will provide a more integrated learning experience for public officers. A review of CSC's medium-term strategy will be conducted, as the College seeks to push the boundaries in advancing learning and development for the Public Service.





**CORPORATE  
INFORMATION**





# Financial Summary (as at 31 March 2024)

Assets			Revenue		
	FY2023 S\$'m	FY2022 S\$'m		FY2023 S\$'m	FY2022 S\$'m
Property, plant and equipment and intangible assets	9.2	11.8	Training	49.1	53.5
Grant receivables	-	6.6	Digital learning	18.8	18.4
Trade and other receivables and prepayments	10.1	13.1	Consultancy	2.9	3.3
Cash and cash equivalents	51.7	40.7	Government operating grants	19.2	19.0
Financial assets at amortised cost	29.2	32.1	Other operating income	3.0	2.1
Financial asset at fair value through profit or loss	9.1	8.8	<b>Total</b>	<b>93.0</b>	<b>96.3</b>
<b>Total</b>	<b>109.3</b>	<b>113.1</b>	Expenditure		
Liabilities				FY2023 S\$'m	FY2022 S\$'m
	FY2023 S\$'m	FY2022 S\$'m	Staff and related costs	43.7	41.1
Trade and other payables and other liabilities	28.1	32.2	Training and consultancy related costs	16.6	19.7
Provision for site restoration	1.5	1.3	Maintenance, licence costs, other professional services and other expenses	23.7	21.1
<b>Total</b>	<b>29.6</b>	<b>33.5</b>	Rental and utilities	1.0	1.0
Capital and Reserves			Depreciation of property, plant and equipment and amortisation of intangible assets	4.8	5.0
	FY2023 S\$'m	FY2022 S\$'m	Office supplies and materials	0.3	0.4
Capital and reserves	79.7	79.6	Contribution to Government Consolidated Fund	0.5	1.4
<b>Total</b>	<b>79.7</b>	<b>79.6</b>	<b>Total</b>	<b>90.6</b>	<b>89.7</b>
Dividend			Auditors:		
	FY2023 S\$'m	FY2022 S\$'m	<b>PricewaterhouseCoopers LLP</b>		
Dividend payment from reserves	2.3	1.6	7 Straits View, Marina One East Tower, Level 12, Singapore 018936		
<b>Total</b>	<b>2.3</b>	<b>1.6</b>			

# Organisational Partners

## Africa

- Botswana, Botswana Public Service College
- Seychelles, Seychelles Public Service Bureau
- South Africa, Department of International Relations and Cooperation
- South Africa, National School of Government
- Tanzania, Eastern and Southern African Management Institute

## Central Asia

- Kazakhstan, Academy of Public Administration

## East Asia

- China, Executive Leadership Academy Pudong
- China, Shanghai Administrative Institute
- China, Suzhou Industrial Park Administrative Committee
- China, Tianjin Administrative Institute
- China, Sino-Singapore Tianjin Eco-City
- China, Zhejiang Administrative Institute
- Korea, National Human Resource Development Institute

## Middle East

- Jordan, Institute of Public Administration
- Oman, Royal Academy of Management
- Oman, Regional Institute of Infrastructure Development
- Palestine, Palestinian National Authority
- Qatar, Qatar Civil Service and Government Development Bureau
- Qatar, Institute of Public Administration
- Qatar, Qatar Leadership Centre
- Qatar, Qatar Finance and Business Academy
- Saudi Arabia, Missions and Initiatives Affairs Office
- Saudi Arabia, Strategic Management Office

## South Asia

- Pakistan, National School of Public Policy

## South East Asia

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

## International and other organisations

- ASEAN Secretariat
- Asian Development Bank
- Australia and New Zealand School of Government
- Agencia Presidencial de Cooperacion Internacional de Colombia
- Chilean International Cooperation Agency
- Japan International Cooperation Agency
- Kazakhstan Agency of International Development
- Korea International Cooperation Agency
- Moroccan Agency for International Cooperation
- Temasek Foundation
- United Nation Disaster Risk Reduction Global Education & Training Institute



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