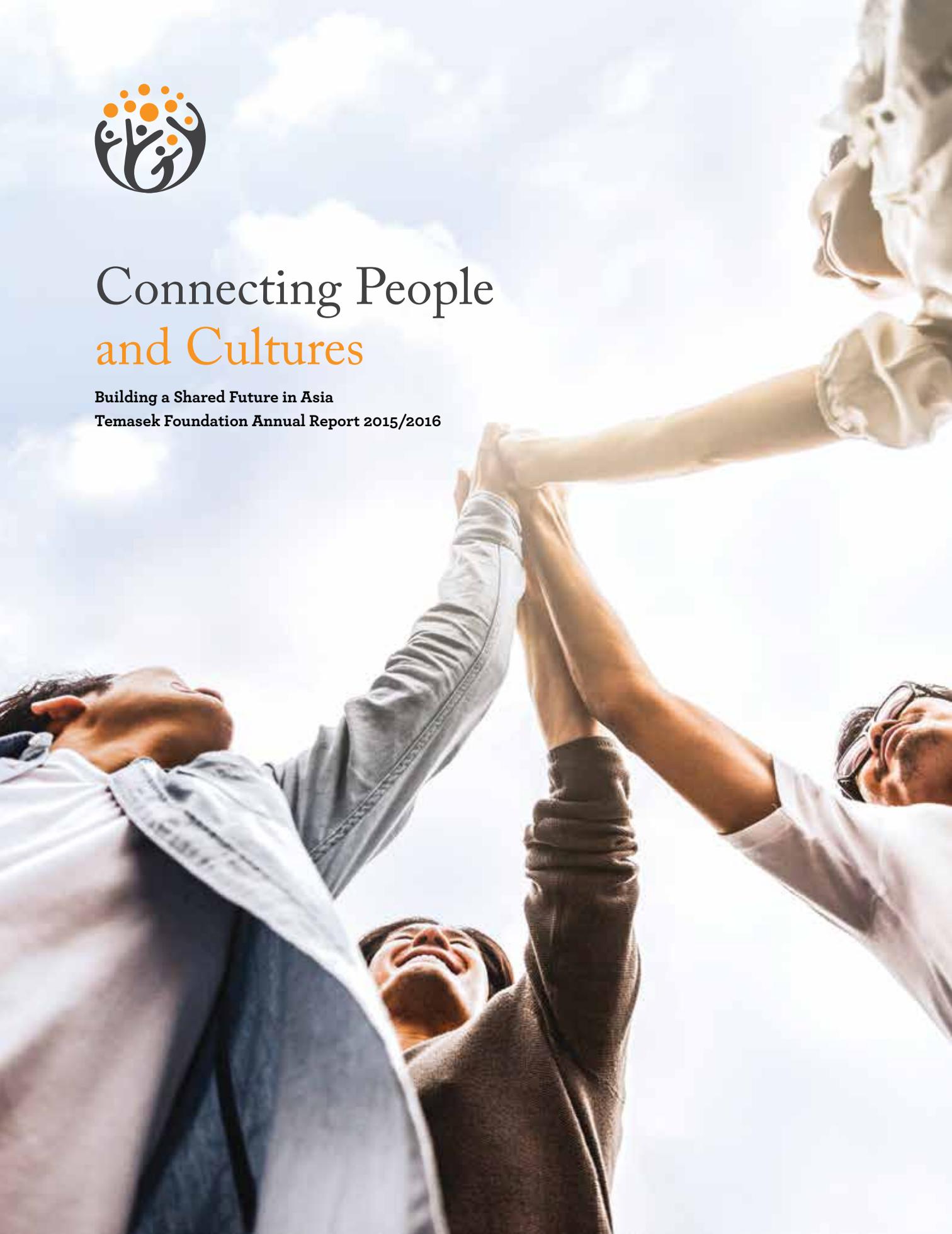




Connecting People and Cultures

Building a Shared Future in Asia
Temasek Foundation Annual Report 2015/2016



A New Chapter

Since May 2007, Temasek Foundation has been working with partners across Asia to build human and social capital. Over the years, we have developed valuable connections, networks, and friendship in many communities. We are honoured and humbled by the passion and commitment that we have seen in the leaders and participants of our programmes in driving change in their communities.

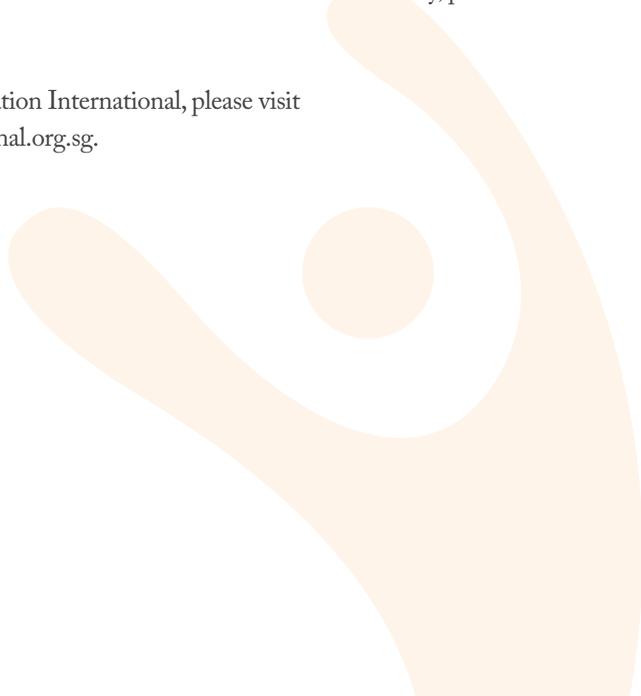
Starting 6 September 2016, Temasek Foundation will be known as Temasek Foundation International, a non-profit philanthropic entity established by Singapore investment company, Temasek, to focus on building people, communities and capabilities, and rebuilding lives. Temasek Foundation International will also manage the Singapore Technologies Endowment Programme (STEP) which focuses on social and cultural activities, leadership, environment, and innovation programmes for youths.

The establishment of Temasek Foundation International, alongside five other Foundations – Temasek Foundation Cares, Temasek Foundation Connects, Temasek Foundation Nurtures, Temasek Foundation Innovates, and Temasek Foundation Ecosperity – reaffirms Temasek's commitment to the wider community in Singapore and beyond, for generations to come.

Temasek Foundation International will continue to be fully committed to support the co-learning and co-sharing among communities, and we look forward to your continued support, partnership, and friendship in building a shared future.

For more information on Temasek, its Charter and its commitment to the community, please visit <http://www.temasek.com.sg>.

For more information on Temasek Foundation International, please visit <http://www.temasekfoundation-international.org.sg>.



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About Temasek Foundation

Set up by Temasek, an investment company based in Singapore, Temasek Foundation is a Singapore philanthropic organisation that seeks to build a more prosperous, stable and connected Asia through building human and social capital. Working with institutions from Singapore and the region, we support training programmes that build capabilities in health care, education, public administration and disaster-response, and programmes that promote positive networks of cooperation in and across communities in Asia.

What We Do

Engage Communities, Enable Partners, Support Programmes to



BUILD PEOPLE IN
HEALTH CARE



BUILD PEOPLE IN
EDUCATION



BUILD BRIDGES
BETWEEN PEOPLES



BUILD INSTITUTIONS
OF EXCELLENCE



REBUILD LIVES
& LIVELIHOODS
AFFECTED BY
NATURAL DISASTERS

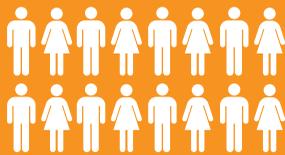
Reaching Out Across Asia



COUNTRIES
IN ASIA

20

DIRECT
PARTICIPANTS



30,145

PROGRAMMES



303

GRANTS
COMMITTED



S\$162.6M



Chairman's Message

“We are in the “business of people”, of building people, capabilities, institutions and networks of learning and exchange, and ultimately of building communities in and across Asia.”

The first three quarters of Financial 2015/2016 coincided with Singapore's Golden Jubilee, that is, 50 years of nationhood. Commemoration events were held in Singapore and also in Singapore's Embassies and High Commissions and business and work premises of Singapore companies across the world. For Temasek Foundation, my fellow Board Directors and management team colleagues were heartened when host community leaders offered congratulatory messages at our programme events held in their communities throughout the year. We would like to say a big “Thank You” to all the host community leaders and participants for your very kind and thoughtful wishes.

Connecting, Networking, Learning Singapore's development since independence is attributed in large part to the hard work and sacrifices of the pioneer generation of leaders and people. Also, many countries, communities and international institutions shared their knowledge, experiences and thinking with Singapore, and offered generous sponsorships of training and human development programmes. By continually connecting and networking with peoples from across the world, Singapore learned and adapted from others on a whole range of development areas and issues.

It is this same thinking that underpins the work and programmes of Temasek Foundation. We are in the “business of people”, of building people, capabilities, institutions and networks of learning and exchange, and ultimately of building communities in and across Asia. To do this, the foundation through its programmes bring people – leaders, specialists, practitioners at all levels – together to learn with and from each other. The programmes offer organised platforms for learning and exchange and serve to foster and build connections among peoples from across different communities; peoples who have different experiences and cultures.

Participants of Temasek Foundation Programmes

As at 31 March 2016, some 30,145 leaders, specialists and practitioners from 20 countries across Asia have participated directly in programmes supported by Temasek Foundation. These participants comprise a diverse cross section of peoples, including teachers, university leaders, nurses, health care managers, public sector officials, urban planners, city managers, masons, journalists and many more. Each of them carries his or her own personal DNA of Asia and, of course, his or her own culture and customs. Together with the wealth of knowledge and experiences of the participants, these make the programmes that much more meaningful and effective.

Goh Geok Khim, Chairman



Chairman's Message

Temasek Foundation is dedicated to continue our reaching out to participants of our past programmes, i.e. our “alumni” through e-newsletters, social media, and events. In 2015/2016, we organised three alumni gatherings: in Guangxi, China, we re-connected with 23 participants from our past training programmes; we also brought 23 of our past TF LEaRN scholars back to Singapore for a seminar; and in Vientiane, Lao PDR, we held our first gathering for past programme participants. In the year ahead, we will continue to organise more of these gatherings for our alumni, not only to stay in touch, but also to continue getting feedback on development needs and possible programme ideas.

Key Highlights of Programmes Approved in 2015/16

For Financial Year 2015/2016, Temasek Foundation supported 40 programmes with a total grant commitment of S\$19.9 million. In Health Care, we supported a programme in nutrition intervention and illness prevention in Lao PDR. In Education, we continue to support capability-building in Technical and Vocational Education and Training in a total of eight programmes across Asia. In three of these eight programmes, we partnered with Singapore Polytechnic to share knowledge and skills on the Conceive-Design-Implement-Operate Framework. This is in response to the growing interest in this framework as a key component of Technical and Technological Education from across the region.

In the area of Urban Management, with the increasing pressure on cities and urban areas, Water Management continues to be a key focus of the foundation with two new programmes in India (Delhi and Maharashtra). We also supported the second phase of the TF Water Leadership Programme held in Singapore. Also, Temasek Foundation extended support for building capabilities in Public Administration through the launch of the ASEAN Financial Regulators' Executive Programme held in Singapore.

Key Outcomes of Past Programmes

Temasek Foundation maintained our emphasis on outcomes of programmes. Together with our partners, we strive to attain systemic, institutional or community-wide improvements so that these may be sustained after the programmes have been concluded. Some of the key outcomes of our past programmes that concluded in FY 2015/2016 are as follows:

- **Health Care:** In a Public Health and Nutrition Intervention Training Programme run with the Cambodia Ministry of Women's Affairs and Temasek Polytechnic, Singapore, the master trainers adapted training materials on nutrition and dietary intake for local use and shared their learning with another 805 community health workers and others from the provinces and districts in Cambodia;
- **Education:** In a capability-building programme in Technical and Vocational Education and Training run by the Office of Vocational Education Commission under the Ministry of Education of Thailand, and the ITE Education Services, Singapore, three sets of curriculum documents on mechatronics, aquaculture and telecommunications and electronics were developed by the participants and approved for implementation in relevant institutions;

- **Urban Management:**
As part of the practicum training in an urban management programme run by the Cambodia Ministry of Land Management, Urban Planning and Construction and Singapore Cooperation Enterprise, a low-rise training centre was built by the participants with ‘green building’ design and construction principles. This centre is being used for demonstration and training, and will serve as a model for construction practices in Cambodia;

- **Rebuilding Lives:**
In a capability-building programme in Seismic Strengthening of Low-Rise Buildings run by the National Society for Earthquake Technology and the Institute of Engineering, Tribhuvan University of Nepal, field engineers, engineering faculty and local masons were trained and two new training manuals were developed. The six retrofitted school buildings in Nepal withstood the April 2015 earthquakes and were used as temporary shelters for about 500 people. A similar programme run by the University of Philippines, Diliman, saw a new manual on seismic strengthening developed for training.

Appreciation

As we conclude another Financial Year of work, I would like to convey my most heartfelt appreciation to all our partners in the host communities and in Singapore for their leadership and initiative in co-developing and co-implementing the programmes. I must also place on record our thanks to Temasek and Temasek Trust for giving us this meaningful opportunity, and for supporting and guiding us. I am grateful to my fellow Board Directors for sharing many useful insights and for contributing to the board meetings and conversations. Last but not least, thanks go to our staff team for their initiative, innovation, and diligence.

Looking Ahead

Temasek Foundation will commemorate its 10th anniversary in 2017 and it is timely for us to review our mandate, strategy and overall approach in supporting programmes. We will chart a new vision and strategy for the next lap of our work, taking into account our experiences since inception and also the key considerations, circumstances and environment that will drive our work in the years ahead. If appropriate and useful for our work, we may even refresh our look. It is nevertheless envisaged that given the on-going requests for partnerships, our focus on building people, capabilities, institutions and networks of learning and exchange, and ultimately of building communities should remain. We hope to continue our work with our partners as we strive to build a shared future in Asia.

“Temasek Foundation will commemorate its 10th anniversary in 2017 and it is timely for us to review our mandate, strategy and overall approach in supporting programmes. We will chart a new vision and strategy for the next lap of our work, taking into account our experiences since inception and also the key considerations, circumstances and environment that will drive our work in the years ahead.”

**MR GOH GEOK KHIM,
CHAIRMAN
MARCH 2016**

Board of Directors



Chairman

SINGAPORE

Goh Geok Khim

Executive Chairman
G.K. Goh Holdings



Deputy Chairman

SINGAPORE

Jennie Chua

Chairman
Alexandra Health System Pte Ltd



Board Director

HONG KONG SAR, CHINA

Christopher Cheng

Chairman
Wing Tai Properties Ltd



Board Director

MALAYSIA

Tan Sri Faizah Mohd Tahir

Chairman
Small Medium Enterprise
Development Bank Malaysia
Berhad (SME Bank)



Board Director

SINGAPORE

Goh Yong Siang

Chairman
Stratagem Group Pte Ltd



Board Director

SINGAPORE
Khoo Boon Hui

Senior Fellow
 Ministry of Home Affairs, Singapore



Board Director

PHILIPPINES
Tony Tan Caktiong

Chairman
 Jollibee Foods Corporation



**Board Director &
 Chief Executive Officer**

SINGAPORE
Benedict Cheong

Advisors



Advisor

SINGAPORE
Ong Boon Hwee

Chief Executive Officer
 Stewardship Asia Centre



Programme Advisor

INDONESIA
Ira Puspawati

Chief Executive Officer
 PT. Sarinah (Persero)

Connecting with Leaders and Professionals in the Past Year



STUDENT
LEADERS
AND SENIOR
OFFICIALS

561

HEALTH CARE
PROFESSIONALS



1,078

EDUCATORS &
LEADERS



1,265

PUBLIC
OFFICIALS



1,483





BUILDING PEOPLE: HEALTH CARE



PROGRAMME GRANTS

FY2015/16

S\$2.7m

Cumulative Total

S\$25.5m



PROGRAMMES

FY2015/16

7

Cumulative Total

50



PERCENTAGE OF GRANTS

FY2015/16

14%

Cumulative Total

16%

Building People: Health Care

“The training in Singapore has enabled us to learn more about food and nutrition through lectures, hands-on sessions in the laboratories and learning journeys to different sites. This is a very valuable learning opportunity for us and we will try to incorporate what we have learnt into our areas of work.”

DR BOUNTHOM PHENDGY

DIRECTOR OF NUTRITION CENTRE, MINISTRY OF HEALTH, LAO PDR

(A PARTICIPANT OF THE TEMASEK FOUNDATION PUBLIC HEALTH CARE PROGRAMME IN LAO PDR)

Programmes:

Nursing Management

- Build capabilities and skills to remain at the forefront of patient care in the community.
- TF supported three training programmes in nursing management, nursing pedagogy and specialised nursing disciplines in partnership with leading hospitals in Tianjin, China, and West Bengal and Karnataka, India.
- Number of participants expected: 564

Health Care Management

- Enhance leadership skills in managing hospitals and public health care systems to provide quality patient care.
- TF supported a health care leadership programme in Sri Lanka, and a hospital management programme focusing on hospital policy and administration, and nursing education in Tamil Nadu, India.
- Number of participants expected: 414

Public Health Care

- Raise awareness of good practices in public health and nutrition to improve national standards of health care.
- TF partnered the Ministry of Health, Lao PDR in a nutrition intervention programme, which also included training in illness prevention measures.
- Number of participants expected: 100



Caption

Top: Assoc. Prof Lim Swee Hia (centre), Senior Director, Alice Lee School of Advanced Nursing, SingHealth, with nurse leaders from Tianjin, China

Bottom: Sri Lankan health care professionals sharing ideas on health care leadership and emergency care



Building People: Health Care

NURSING MANAGEMENT		
Where	Programme Focus	Partners
1 China (Tianjin)	Nursing management and practice for lead nurses	China <ul style="list-style-type: none"> • Tianjin First Center Hospital Singapore <ul style="list-style-type: none"> • Singapore Health Services
2 India (West Bengal)	Nursing management systems and clinical strategies and practices for leaders and specialists, with a special focus on critical care practices	India <ul style="list-style-type: none"> • Government of West Bengal • Department of Health and Family Welfare Singapore <ul style="list-style-type: none"> • Singapore Health Services
3 India (Karnataka)	Emergency care training for nurse leaders and specialist nurses	India <ul style="list-style-type: none"> • Government of Karnataka • Ministry of Health and Family Welfare Singapore <ul style="list-style-type: none"> • Singapore Health Services



Caption

Nursing officials from Karnataka, India, practicing emergency care skills

HEALTH CARE MANAGEMENT		
Where	Programme Focus	Partners
1 India (Tamil Nadu)	Hospital policy and administration, clinical strategies, and nursing education in the area of maternal care and child health	<p>India</p> <ul style="list-style-type: none"> • Department of Health and Family Welfare <p>Singapore</p> <ul style="list-style-type: none"> • Singapore International Foundation • KK Women’s and Children’s Hospital
2 Sri Lanka	Health care policy and implementation strategies, and development of an effective and efficient emergency department	<p>Sri Lanka</p> <ul style="list-style-type: none"> • Ministry of Health, Nutrition and Indigenous Medicine <p>Singapore</p> <ul style="list-style-type: none"> • Tan Tock Seng Hospital

PUBLIC HEALTH CARE		
Where	Programme Focus	Partners
1 Lao PDR	Public health, nutrition intervention, and illness prevention to improve the overall health and nutritional status of women and young children	<p>Lao PDR</p> <ul style="list-style-type: none"> • Ministry of Health <p>Singapore</p> <ul style="list-style-type: none"> • Temasek Polytechnic



Caption
Lao public health officials design healthier meals to improve the nutritional status of women and children



BUILDING PEOPLE: EDUCATION



PROGRAMME GRANTS

FY2015/16

S\$6.4m

Cumulative Total

S\$65.1m



PROGRAMMES

FY2015/16

12

Cumulative Total

109



PERCENTAGE OF GRANTS

FY2015/16

32%

Cumulative Total

40%

Building People: Education

“As a coordinator of this project, I am very pleased to be part of this training, bringing selected teachers from three public universities to become master trainers who are going to implement CDIO in the respective universities in the future. I believe visiting Singapore Polytechnic’s lab-spaces, seeing CDIO in implementation will help us to design and develop working spaces which encourage both teaching and learning experiences and make them more exciting and enjoyable in Mongolian universities.”

MRS TUMURBAATAR AMARJARGALAN

PROFESSOR, MONGOLIAN UNIVERSITY OF SCIENCE AND TECHNOLOGY

(A PARTICIPANT OF THE TEMASEK FOUNDATION TVET PROGRAMME IN MONGOLIA)

Programmes:

Technical And Vocational Education And Training (TVET)

- Develop frameworks, enhance pedagogy and curriculum, and improve technical knowledge and skills to further standards of TVET education.
- TF committed support for eight programmes to train TVET leaders and specialists in curriculum, pedagogy, and technical training, and a regional forum for the teaching and learning of engineering education using the Conceive–Design–Implement–Operate framework.
- Number of participants expected: 1,015

English Language Capability

- Build capabilities in the use of the English Language for communication in networking, negotiating and exchange of information globally.
- TF supported master teachers in Cambodia and Indonesia to design and customise materials to enhance the teaching of the English Language.
- Number of participants expected: 100

University Leadership

- Strengthen institutional leadership in higher education management, and strategic and change management to improve the quality of higher education in Asia.
- TF launched the Programme in Leadership in University Management in 2011, and since then, has reached out to 220 university leaders from China, India and Southeast Asia. Executive workshops will be held for participants from 15 universities.
- Number of participants expected: 60

School Management Leadership

- Support the network of Pesantren Sabilil Muttaqin schools in benchmarking their curriculum and educational standards to international standards to complement the mainstream education system in Indonesia.
- TF supported the third phase of a training partnership with a network of Islamic schools in East Java to support their efforts to develop model school systems and processes, and international certification standards.
- Number of participants expected: 90



Caption

Top: University faculty from Mongolia tour the aerospace laboratories and simulators at Singapore Polytechnic

Bottom: Specialist educators participate in a regional workshop to teach and innovate using the CDIO framework



Building People: Education

TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING (TVET)

	Where	Programme Focus	Partners
1	China (Jilin Province)	Educational leadership, course management, and curriculum for TVET colleges	<p>China</p> <ul style="list-style-type: none"> • Jilin Provincial Education Department <p>Singapore</p> <ul style="list-style-type: none"> • Nanyang Polytechnic International
2	China (Sichuan Province)	Leadership, pedagogic and technical capability of technical and vocational schools in Sichuan to increase the competency level of its graduates	<p>China</p> <ul style="list-style-type: none"> • Sichuan Provincial Education Department <p>Singapore</p> <ul style="list-style-type: none"> • ITE Education Services
3	Indonesia	Innovations in the teaching and learning of TVET at the state-university level, which will complement a teacher education quality improvement programme	<p>Indonesia</p> <ul style="list-style-type: none"> • Ministry of Research, Technology and Higher Education, Indonesia, • Indonesia Vocational and Technical Education Association (APTEKINDO) <p>Singapore</p> <ul style="list-style-type: none"> • Nanyang Polytechnic International
4	Mongolia	Conceive-Design-Implement-Operate teaching and learning framework for engineering education	<p>Mongolia</p> <ul style="list-style-type: none"> • Ministry of Education and Culture • Mongolian University of Science and Technology • National University of Mongolia • Mongolian University of Life Sciences <p>Singapore</p> <ul style="list-style-type: none"> • Singapore Polytechnic

TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING (TVET)

Where	Programme Focus	Partners
5 Thailand	<ul style="list-style-type: none"> • Pedagogy development for skills-based training; and • An ASEAN Qualifications Reference Framework and National Qualifications Framework for common referencing of TVET skills across industries 	<p>Thailand</p> <ul style="list-style-type: none"> • Office of Vocational Education Commission, Ministry of Education • Ministry of Labour • Ministry of Education • Prime Minister Office <p>Singapore</p> <ul style="list-style-type: none"> • ITE Education Services • Singapore Polytechnic
6 Viet Nam (Da Nang)	Concepts and practices in the Conceive–Design–Implement–Operate framework for teaching engineering education in state universities in Da Nang	<p>Viet Nam</p> <ul style="list-style-type: none"> • University of Da Nang • Da Nang University of Science and Technology <p>Singapore</p> <p>Singapore Polytechnic</p>
7 Asia-wide	Regional forum for policy leaders and TVET specialists to promote understanding and concepts of the Conceive–Design–Implement–Operate framework for the teaching and learning of engineering education in Asia	<ul style="list-style-type: none"> • Government ministries, vocational and technical institutes across Asia • Singapore Polytechnic

Building People: Education

ENGLISH LANGUAGE CAPABILITY		
Where	Programme Focus	Partners
1 Cambodia	Pedagogy and principles of teaching and facilitation skills of teacher trainers of English	<p>Cambodia</p> <ul style="list-style-type: none"> • Ministry of Education, Youth and Sport <p>Singapore</p> <ul style="list-style-type: none"> • Southeast Asian Ministers of Education Organization Regional Language Centre
2 Indonesia	Training in pedagogy and assessment for the teaching of the English Language in secondary schools in Indonesia	<p>Indonesia</p> <ul style="list-style-type: none"> • Ministry of Education and Culture • Center for Development and Empowering of Language Teachers and Education Personnel <p>Singapore</p> <ul style="list-style-type: none"> • Southeast Asian Ministers of Education Organization Regional Language Centre

“After this training, I hope that I will be able to gain new skills in English Language lesson planning and design that will help me to localise the teaching materials so that it will be easier for the teachers to understand. With these new materials and techniques, I hope that this will inspire the teachers to be more confident in the classroom when they are teaching the students.”

MR CHAN SOVANNRA

ENGLISH LANGUAGE DEVELOPMENT TEACHER TRAINER, TAKEO REGIONAL TEACHER TRAINING CENTRE, KINGDOM OF CAMBODIA

(A PARTICIPANT OF THE TEMASEK FOUNDATION ENGLISH LANGUAGE CAPABILITY PROGRAMME IN CAMBODIA)

UNIVERSITY LEADERSHIP

Where	Programme Focus	Partners
1 Asia-wide	Sharing of university governance and leadership among senior leaders from universities across Asia, including topics such as internationalisation and IT-enhanced education	<ul style="list-style-type: none"> • Leading universities across Asia • National University of Singapore

SCHOOL MANAGEMENT LEADERSHIP

Where	Programme Focus	Partners
1 Indonesia	Training in school leadership, systems, and processes, and benchmarking to international standards to impact a network of 200 Islamic schools under the Pesantren Sabilil Muttaqin in East Java	<p>Indonesia</p> <ul style="list-style-type: none"> • Pesantren Sabilil Muttaqin <p>Singapore</p> <ul style="list-style-type: none"> • Irsyad Trust Limited



Caption
 University leaders from Asia exchanging ideas on challenges in governance and leadership



BUILDING BRIDGES: BETWEEN PEOPLES



PROGRAMME GRANTS

FY2015/16

S\$3.4m

Cumulative Total

S\$23.1m



PROGRAMMES

FY2015/16

7

Cumulative Total

52



PERCENTAGE OF GRANTS

FY2015/16

17%

Cumulative Total

14%

Building Bridges **Between Peoples**

“The TF SCALE journey has made me more independent in actively searching and solving the problems presented to me in class and not wait for my teachers to explain the solutions. Apart from studies, the programme also allowed me to meet people from other countries. During my exchange, I had a better understanding of their different traditions and behaviours and also how to be a good team member and leader.”

MR VANDI CHAMDIKA

FINAL YEAR STUDENT, POLITENIK NEGERI MALANG (POLINEMA), REPUBLIC OF INDONESIA

(A PARTICIPANT OF THE TEMASEK FOUNDATION SCALE 2015 PROGRAMME)

Programmes:

Student Leaders Exchange

- Student-leader exchange programmes for youths from polytechnics, technical institutes, and universities in Asia to learn together, and develop appreciation of diverse cultures in Asia.
- The Temasek Foundation Leadership Enrichment and Regional Networking (TF LEaRN) programme and the Temasek Foundation Specialists’ Community Action and Leadership Exchange (TF SCALE) programme will be hosted by Singapore universities and polytechnics.

- Number of participants expected: 475

Leaders Network

- Engage with senior leaders of Temasek Foundation’s host community partners to facilitate networking and opportunities for further learning.
- Senior Asian government and public sector leaders participated in the Temasek Foundation Asia Leaders Connect 2015, a two-day forum to foster learning and exchange on geo-political, governance and

public administration issues affecting the region.

- Number of participants (2015): 30

Journalism Fellowship

- A three-month fellowship programme hosted in Singapore for regional mid-career journalists to engage in professional and cultural exchange and deepen their understanding of media trends and issues across Asia.
- Some 14 editors and senior journalists from 12 countries forged

connections and friendships through the three-month long Asia Journalism Fellowship 2015. A key event of the annual Fellowship was the Temasek Foundation Asia Journalism Forum 2015. The forum saw leading speakers sharing their perspectives on cross migration issues. Some 18 journalists will participate in the 2016 Fellowship, which will run from 18 July to 7 October 2016.

- Number of participants (2015 & 2016): 56



Caption

Top & Bottom: Temasek Foundation SCALE scholars from across Asia celebrating cultures and friendships



Building Bridges **Between Peoples**

STUDENT LEADERS EXCHANGE

Where	Programme Focus	Partners
1 Asia-wide	The Temasek Foundation Leadership Enrichment and Regional Networking (TF LEaRN) programme offers university student leaders a semester exchange comprising academic studies, leadership skills, community service learning, work internships and cultural networking	<ul style="list-style-type: none"> • Universities in Asia Singapore <ul style="list-style-type: none"> • Nanyang Technological University • National University of Singapore • Singapore Management University • Singapore University of Technology and Design
2 Asia-wide	Polytechnic and technical institute student leaders put their leadership and networking skills to test on social innovation projects implemented in various communities in Asia through the Temasek Foundation Specialists' Community Action and Leadership Exchange (TF SCALE) programme	<ul style="list-style-type: none"> • Polytechnics and technical institutes in Asia Singapore <ul style="list-style-type: none"> • Nanyang Polytechnic • Republic Polytechnic • Singapore Polytechnic • Temasek Polytechnic

**Caption**

Top: Temasek Foundation LLeARN scholars visit leading companies in Singapore as part of their LLeARNing journey

Bottom: Engineering students from Myanmar and Singapore design and implement a photovoltaic system using solar panels to improve the electrical supply of a school



Building Bridges **Between Peoples**



Caption

Top: Senior leaders at the Temasek Foundation Asia Leaders Connect 2015

Bottom: The 14 senior journalists and editors of the Asia Journalism Fellowship 2015



TEMASEK FOUNDATION ASIA LEADERS CONNECT 2015

Where	Programme Focus	Partners
1 Asia-wide	A platform for exchange among senior government and public service leaders on public sector management and global challenges affecting Asia	<ul style="list-style-type: none"> • Government ministries and public service agencies in Asia

ASIA JOURNALISM FELLOWSHIP 2015 & 2016

Where	Programme Focus	Partners
1 Asia-wide	A fellowship programme for senior Asian journalists for professional knowledge, networking and exchange through journalism workshops, geo-politics discussions, and dialogues, to promote a better understanding of journalism and media issues in Asia	<ul style="list-style-type: none"> • Regional media agencies • Nanyang Technological University, Singapore (Wee Kim Wee School of Communication and Information)

“In Singapore, I discovered my strengths and my weaknesses. The AJF is a watershed fellowship in my life: it changed my previous thought that life was for journalism. Now I have come to understand that journalism is for life.”

MR KAMRAN REZA CHOWDHURY
JOURNALIST, BENARNEWS.ORG

(A PARTICIPANT OF THE ASIA JOURNALISM FELLOWSHIP 2015)



BUILDING INSTITUTIONS OF EXCELLENCE



PROGRAMME GRANTS

FY2015/16

S\$7.4m

Cumulative Total

S\$39.6m



PROGRAMMES

FY2015/16

14

Cumulative Total

74



PERCENTAGE OF GRANTS

FY2015/16

37%

Cumulative Total

24%

Building Institutions of Excellence

“We have learnt how Singapore provides reliable and sustainable water supply to its people and industries... The training and site visits have been good and very useful.”

MR S.A. DARADE

SUPERINTENDING ENGINEER, MAHARASHTRA INDUSTRIAL DEVELOPMENT COOPERATION
(A PARTICIPANT OF THE TEMASEK FOUNDATION URBAN MANAGEMENT PROGRAMME IN MAHARASHTRA, INDIA)

Programmes:

Urban Management

- Promote understanding among policy-makers and city-planners on developing a roadmap for their sustainable cities to grow.
- In the past financial year, Temasek Foundation supported four urban management programmes in water and waste water management, and urban planning and public financing for the development of infrastructure.
- Number of participants expected: 385

Public Administration

- Enable policy leaders and public service officials to better respond to the evolving needs of their communities.
- Temasek Foundation supported 10 programmes that covered different aspects of public administration. Some programmes addressed public sector development and public governance, while others looked at specific areas such as labour productivity, economic strategy, and InfoComm Technology.

New programmes were launched in food safety technology and in ASEAN financial regulations.

- Number of participants expected: 1,098



Caption

Top: Exchanging ideas at the Temasek Foundation Leaders in Economic Development Programme 2016

Middle: ASEAN policy leaders at the inaugural ASEAN Financial Regulators' Executive Programme 2016

Bottom: Discussing best practices to promote productivity and innovation for Indonesia's public service sector



Building Institutions of Excellence



Caption

Top: Public sector leaders tackle water management issues at the Temasek Foundation Water Leadership Programme 2015

Bottom: Sharing frameworks for urban planning and public infrastructure in India



URBAN MANAGEMENT

Where	Programme Focus	Partners
1 India (Delhi)	Key frameworks for infrastructure development in urban planning and governance, water and wastewater, and public financing for infrastructure	India <ul style="list-style-type: none"> • National Institution for Transforming India (NITI Aayog) Singapore <ul style="list-style-type: none"> • Singapore Cooperation Enterprise
2 India (Maharashtra)	Sustainable integrated industrial wastewater management, international best practices and techniques in the management, operation and maintenance of industrial wastewater recycle and reuse projects	India <ul style="list-style-type: none"> • Government of Maharashtra • Maharashtra Industrial Development Corporation Singapore <ul style="list-style-type: none"> • Singapore Cooperation Enterprise
3 Myanmar	Urban planning principles, urban design, and public financing models for infrastructure development	Myanmar <ul style="list-style-type: none"> • Ministry of Construction Singapore <ul style="list-style-type: none"> • Singapore Cooperation Enterprise
4 Asia-wide	Second phase of the Temasek Foundation Water Leadership Programme for leaders in Asia, focusing on water governance frameworks, best practices in water utility governance, and strategies to manage existing and future water challenges	<ul style="list-style-type: none"> • Government ministries, water utility agencies, universities, think-tanks, and civic organisations dealing with water governance and management issues Singapore <ul style="list-style-type: none"> • National University of Singapore (Institute of Water Policy, Lee Kuan Yew School of Public Policy)

Building Institutions of Excellence

PUBLIC ADMINISTRATION		
Where	Programme Focus	Partners
1 Cambodia	E-Government InfoComm Technology (ICT) Masterplan, Telecom Regulatory Framework, and ICT Industry Development Plan to enable ICT to improve economic and social development	Cambodia <ul style="list-style-type: none"> • Ministry of Posts and Telecommunications Singapore <ul style="list-style-type: none"> • Singapore Cooperation Enterprise
2 Indonesia	<ul style="list-style-type: none"> • Public governance in productivity, innovation and change for the public service sector; and • Economic and public sector competitiveness for policy leaders and senior civil service officials 	Indonesia <ul style="list-style-type: none"> • National Institute of Public Administration • Provincial Government of South Sulawesi Singapore <ul style="list-style-type: none"> • Civil Service College • Singapore Cooperation Enterprise
3 Lao PDR	Governance and public administration, and best practices in public policy, administration, and governance to enhance decision-making and policy design	Lao PDR <ul style="list-style-type: none"> • Ministry of Foreign Affairs • Lao Youth Union Singapore <ul style="list-style-type: none"> • Nanyang Technological University (College of Humanities, Arts & Social Sciences)
4 Malaysia	Economic strategy development, specifically in areas on economic and industrial transformation, investment promotion, and trade facilitation	Malaysia <ul style="list-style-type: none"> • Ministry of International Trade and Industry Singapore <ul style="list-style-type: none"> • Singapore Cooperation Enterprise

PUBLIC ADMINISTRATION

Where	Programme Focus	Partners
5 Philippines	<ul style="list-style-type: none"> • Food safety technology, systems and practices to assure food safety, quality and traceability through innovative food testing technologies • Labour productivity practices, and labour management conciliation and mediation to address labour relation and productivity challenges • Leadership, public governance, and administration strategies for senior officials to manage change and development in the public administration system 	<p>Philippines</p> <ul style="list-style-type: none"> • Department of Science and Technology • Department of Health • National Conciliation and Mediation Board, Department of Labour and Employment • National Economic and Development Authority <p>Singapore</p> <ul style="list-style-type: none"> • Nanyang Polytechnic International • Nanyang Technological University (College of Humanities, Arts & Social Sciences)
6 Asia-wide	ASEAN Financial Regulators' Executive Programme: Shared knowledge among senior ASEAN policy leaders on leadership development in central banks and financial regulatory bodies; and good practices in governance and leadership in financial regulations	<ul style="list-style-type: none"> • Agencies in ASEAN related to banking, securities and insurance <p>Singapore</p> <ul style="list-style-type: none"> • National University of Singapore (Lee Kuan Yew School of Public Policy) • Monetary Authority of Singapore
7 Asia-wide	Temasek Foundation Leaders in Economic Development Programme: Platform for senior officials to discuss economic development processes, strategies, and challenges, and contribution to economic growth	<ul style="list-style-type: none"> • Government ministries and agencies in Asia relating to economic development including trade and investment, finance and central banks <p>Singapore</p> <ul style="list-style-type: none"> • Civil Service College

Strengthening Ties and Partnerships



HOST
COMMUNITY
PARTNERS

187

CONTENT
PARTNERS



60

ENGAGEMENT
WITH LEADERS



108

PARTICIPATED IN
ALUMNI EVENTS



71



Connecting with Our Alumni

Temasek Foundation values our special friendship with leaders and participants of our past programmes – our “alumni”. We strive to keep in touch with our ever-growing alumni family. Across the different corners of Asia, the TF alumni have been actively engaged and keeping abreast of the continuing activities and milestones of the foundation. Our alumni gatherings held in various cities have been warmly received as our alumni took the opportunity to reminisce and rekindle their ties of friendship. In the past financial year, alumni gatherings were held in China, Lao PDR, and Singapore.

Catching Up in Nanning

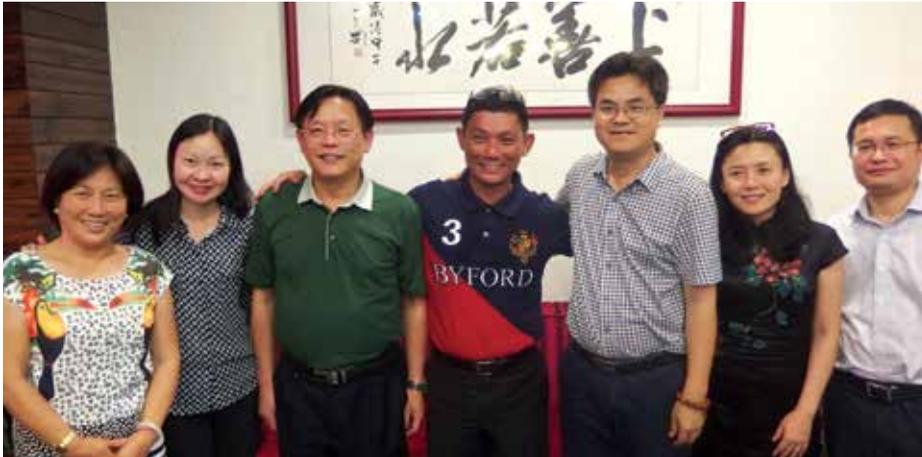
Over two nights on 15 and 16 July 2015, the Temasek Foundation team met with 23 alumni members based in Nanning, the capital city of Guangxi Zhuang Autonomous Region in Southern China. Fifteen of the alumni were participants of a capability building programme in MBA curricula, leadership, and faculty development, while another eight alumni were part of a Technical and Vocational Education and Training programme. As both of these programmes were held seven years ago – from 2008 to 2009, everyone jumped at the opportunity to reconnect. Many of them had not seen each other in person since their training days in Singapore. It was a memorable time for everyone as they reminisced about the food, sights and sounds of Singapore.

Welcome Back to the Lion City

“Urban Planning, Sustainable Cities, Environmental Impact” – these were some of the issues which young leaders were grappling with at the Ecosperity 2015 Conference hosted in Singapore on 18 September 2015. Through the generous sponsorship by Temasek, co-organiser of the conference, 23 youth leaders from past runs of the Temasek Foundation’s exchange programme for university students – Temasek Foundation LEARN – were invited to Singapore to participate in the conference. Temasek Foundation hosted the students to dinner on 17 September 2015 to welcome them back to Singapore. It was a night of lively and fruitful exchange as the students shared their aspirations and hopes for the future.

“Sabaidee, Vientiane!”

The greetings of “Sabaidee” (meaning hello in Laotian) filled the air as 28 alumni arrived for the first Temasek Foundation alumni gathering organised in Vientiane, the capital of Lao PDR, on 25 February 2016. Among those present were participants from Temasek Foundation’s programmes in Nursing, Technical and Vocational Education and Training, and the Temasek Foundation LEARN programme. Our alumni renewed their friendships, and were encouraged to stay connected with each other and with Temasek Foundation.



Caption

Top: Renewing friendships with our alumni in Nanning, China

Middle: Young leaders from the Temasek Foundation LEaRN programme

Bottom: Our first alumni gathering in Vientiane, Lao PDR



Overview of Grants & Outreach

NINE YEARS IN NUMBERS: MAY 2007 – MARCH 2016

Our Approach

Temasek Foundation has reached out to thousands across Asia. Our programmes bring together different resources – grants from Temasek Foundation, the expertise of various institutions, and the commitment and resources of host community organisations, and collectively, we contribute to Asia’s human and social capital development.

Our grant-making is grounded in these core principles:

- **Outcomes - Focus:** We support programmes that contain a strong focus on outcomes with a multiplier effect, through the transfer of learning by leaders and trainers to their peers and colleagues, to bring about sustained improvements in their communities.

- **Partnerships:** From defining needs to co-developing and co-implementing programmes, host community and content partners are critical in all phases of a programme, to ensure that programmes are relevant, meaningful and well-implemented.

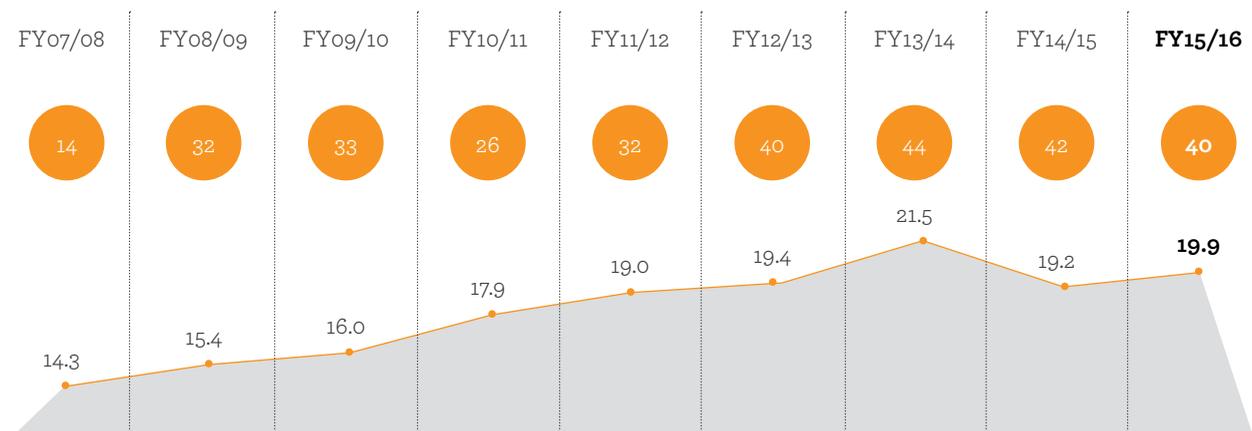
- **Ownership:** By co-owning the planning and implementation of programmes, leaders of partner organisations signify the importance of the programmes and drive them to success.

Our Programmes Over the Years

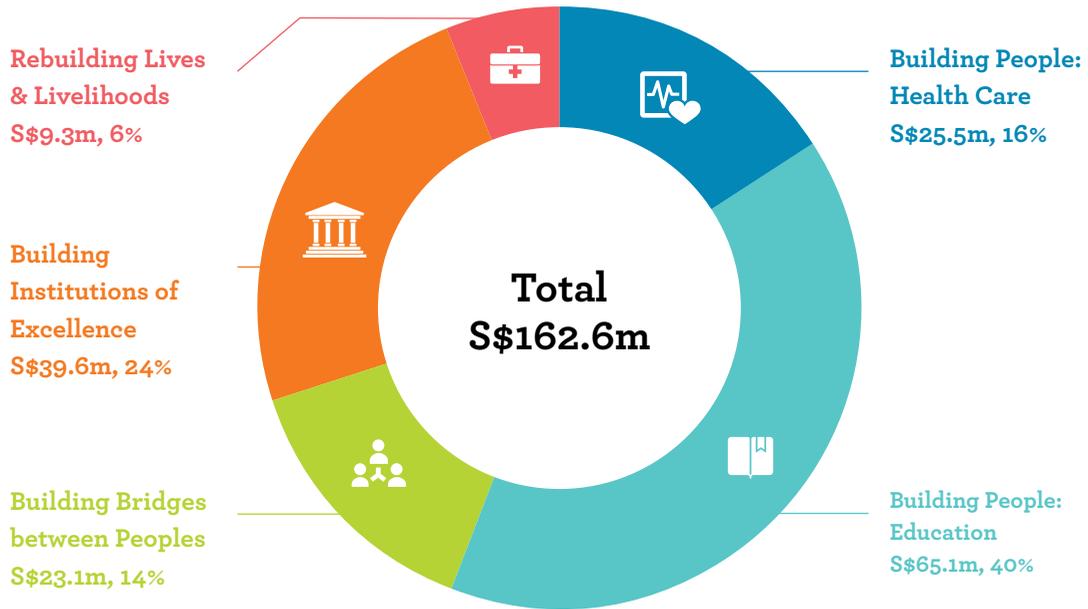
—●— Grants (\$m) ● No. of Programmes

Total No. of Programmes: 303

Grants (\$m): 162.6

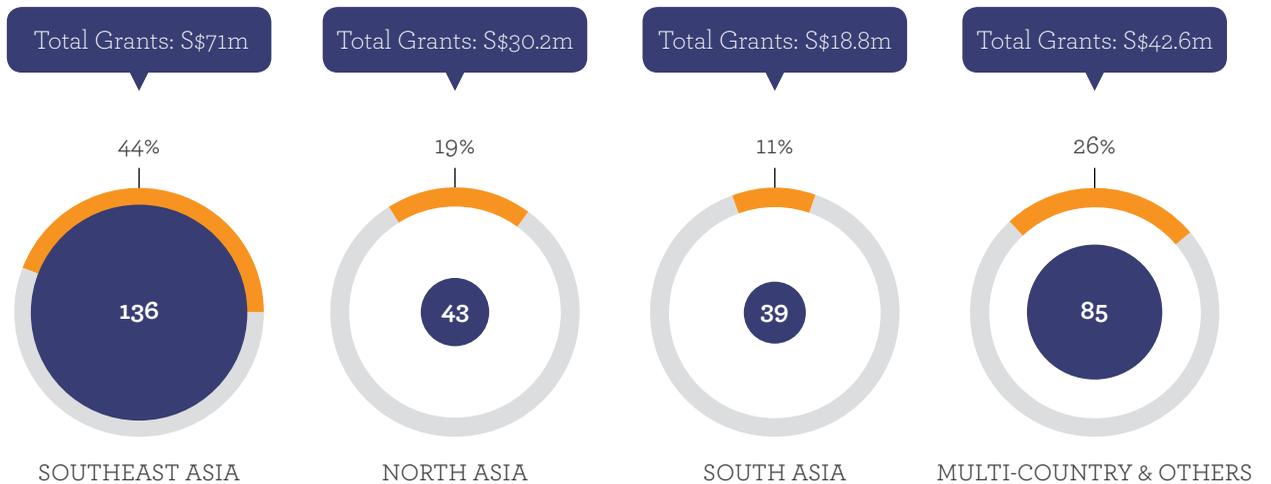


Our Programmes by Focus Areas



Our Programmes by Geography

● No. of Programmes ● % of Grants



Overview of Grants & Outreach

NINE YEARS IN NUMBERS: MAY 2007 – MARCH 2016

Our Alumni



Direct Participants
(as at 31 March 2016)

30,145



***Peers of participants reached out to**
(as at 31 March 2016)

183,142

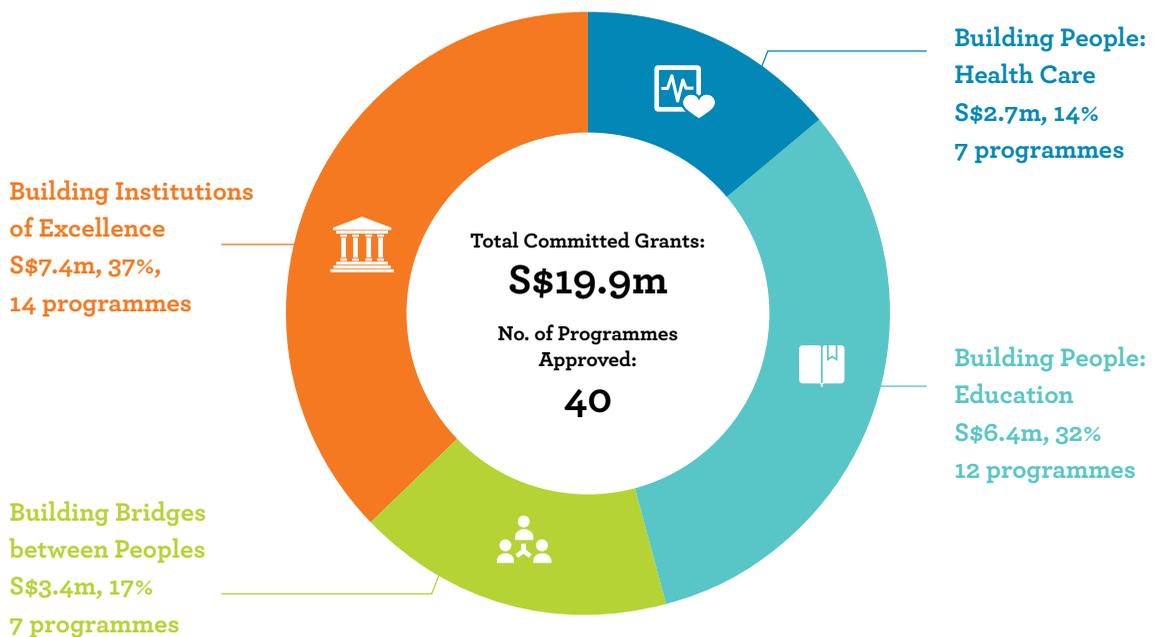


Recipients of TF post-disaster recovery provisions

4,980 families

* Individuals who attended learning sessions conducted by programme participants after completion of their training (numbers as reported by programme partners)

FY2015/2016 IN NUMBERS:



Our Partners

BUILDING PEOPLE: HEALTH CARE

NURSING MANAGEMENT

Temasek Foundation – Singapore Health Services Nurse Leadership and Clinical Practice in Tianjin, China

Main Partners:

Tianjin First Center Hospital,
China
Singapore Health Services

Temasek Foundation – Singapore Health Services Hospital Management and Nursing Programme in West Bengal, India

Main Partners:

Government of West Bengal, India
Department of Health and Family Welfare, India
Singapore Health Services

Implementing Partners: (India)

Allipurduwar District Hospital
Arambag Sub-Divisional Hospital,
Hooghly
Asansol District Hospital
Balurghat District Hospital
Barasat District Hospital
Burdwan Medical College &
Hospital

Calcutta National Medical College & Hospital
Cooch Behar District Hospital
Darjeeling District Hospital
Diamond Harbour District Hospital
Dinhata Sub-Divisional Hospital
Durgapur District Hospital
Gangarampur Sub-Divisional Hospital
Haldia Sub-Divisional Hospital
Hooghly District Hospital
Howrah District Hospital
IDBG Hospital
Ish, Hugli District Hospital,
Chinsurah
J N M Hospital Kalyani
Kandi Sub-Divisional Hospital
Khatra Sub-Divisional Hospital
M R Bangar Hospital
Malda Medical College & Hospital
Mathabhanga Sub-Divisional Hospital
MJN District Hospital, Cooch Bihar
Murshidabad Medical College & Hospital
Naida District Hospital
North Bengal Medical College & Hospital
Purulia District Hospital
Raigunge District Hospital
Rampurhat District Hospital
Siliguri District Hospital
Suri District Hospital
Swasthya Bhawan
Tamluk District Hospital
Tehatta Sub-Divisional Hospital
Uluberia Sub-Divisional Hospital

Temasek Foundation – Singapore Health Services Nursing Training Programme in First Response Emergency in Karnataka, India

Main Partners :

Government of Karnataka, India
Ministry of Health and Family Welfare, India
Singapore Health Services

Implementing Partners: (India)

C.G Hospital, Davangere
District Trauma Care Centre
Chikaballapur
District Hospital Chikkaballapur
District Hospital Chitradurga
District Hospital Kolar
District Hospital Ramanagar
District Hospital Tumkur
District Training Centre Shivamogga
District Training Centre Tumkur
Govt. Wenlock Hospital Mangalore
Hassan Institute of Medical Sciences
K.C. General Hospital Malleshwaram,
Bangalore
Shimoga Institute Of Medical Science
S.N.R. District Hospital, Kolar
Wenlock District Hospital

Our Partners

HEALTH CARE MANAGEMENT

Temasek Foundation - Singapore
International Foundation Hospital
Management and Nursing
Programme in Tamil Nadu, India

Main Partners:

Department of Health and Family
Welfare, Government of Tamil
Nadu, India
Singapore International Foundation
KK Women's and Children's
Hospital, Singapore

Implementing Partners: (India)

Directorate of Public Health and
Preventive Medicine, Government
of Tamil Nadu
National Health Mission
Mahatma Gandhi Memorial
Government Hospital

Temasek Foundation - Tan Tock
Seng Hospital Health Care
Leadership and Emergency
Department Development
Programme in Sri Lanka

Main Partners:

Ministry of Health, Nutrition and
Indigenous Medicine,
Sri Lanka
Tan Tock Seng Hospital, Singapore

Implementing Partners: (Sri Lanka)

Base Hospital, Chavakachcheri
Base Hospital, Homagama
Base Hospital, Mawanella
Colombo South Teaching Hospital,
Kalubowila
De Soysa Maternity Hospital
District General Hospital, Kalutara
District General Hospital, Vavuniya
General Hospital, Kegalle
Infectious Diseases Hospital,
Angoda
Lady Ridgeway Hospital
National Hospital of Sri Lanka
National Hospital for Respiratory
Diseases, Welisara

Temasek Foundation – Temasek
Polytechnic Public Health
Programme on Nutrition
Intervention in Lao PDR

Main Partners:

Ministry of Health, Lao PDR
Temasek Polytechnic, Singapore

Implementing Partners: (Lao PDR)

Borikhamxay Hospital
Child Health Hospital
Health Centre, Champasak Province
Khammoune Public Health School
Lao Women's Union
Luang Prabang Hospital
Luang Prabang Public Health
School
Maternal and Child Health Centre
Ministry of Education and Sports
Mother and Child Hospital,
Oudomxay
Mother and Child Hospital, Saravan
Mother and Child Hospital,
Savannakhet
Mother and Child Hospital,
Vientiane
National Institute of Public Health
Nutrition Centre
Setthathirath Hospital
University of Health Sciences
Vientiane Province Hospital

BUILDING PEOPLE: EDUCATION

TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING (TVET)

Temasek Foundation – Nanyang Polytechnic International Technical and Vocational Education and Training (TVET) Programme in Jilin, China

Main Partners:

Jilin Provincial Education Department, China
Nanyang Polytechnic International, Singapore

Temasek Foundation – ITE Education Services Technical and Vocational Education and Training (TVET) Programme in Sichuan Province, China

Main Partners:

Sichuan Provincial Education Department, China
ITE Education Services, Singapore

Implementing Partners: (China)

Aba Secondary Vocational and Technical School
Cangxi Senior Vocational School of Sichuan
Chengdu Automobile Vocational and Technical School
Chengdu Electronic Information School

Daxian Senior Vocational School of Sichuan
Deyang General Electronic Technology School
Dongpo Secondary Vocational and Technical School of Sichuan
Hanyuan Senior Vocational School
Hejiang Xianshi Senior Vocational School of Sichuan
Huayin Vocational and Technical School of Sichuan
Jiayang Senior Vocational School of Sichuan
Liangshan Agricultural School
Longchang Chengguan Vocational School of Sichuan
Luzhou Vocational School of Technology
Luzhou Vocational and Technical School
Mianzhu Secondary Vocational School of Sichuan
Nanchong Normal School of Sichuan
Nanjiang Vocational School of Sichuan
Panzhihua Architectural and Engineering School
Qiyi Vocational School of Beichuan Qiang Autonomous County
Rongxian Senior Vocational School of Sichuan
Shawan Senior Vocational School of Leshan
Suining Anju Senior Vocational School of Sichuan
Yanting Vocational and Technical School of Sichuan

Yibin Nanxi Vocational and Technical School of Sichuan
Zigong Vocational and Technical School

Temasek Foundation - Nanyang Polytechnic International Technical and Vocational Education and Training (TVET) Programme in Indonesia

Main Partners:

Ministry of Research, Technology and Higher Education, Indonesia
Indonesia Vocational and Technical Education Association (APTEKINDO)
Nanyang Polytechnic International, Singapore

Implementing Partners: (Indonesia)

Ganesha University of Education
Indonesia University of Education
Sebelas Maret University Surakarta
State University of Gorontalo
State University of Jakarta
State University of Makassar
State University of Malang
State University of Manado
State University of Medan
State University of Padang
State University of Semarang
State University of Surabaya
University of Nusa Cendana
University of Palangkaraya
Kalimantan
Yogyakarta State University

Our Partners

Temasek Foundation - Singapore Polytechnic Technical and Vocational Education and Training (TVET) Programme in Mongolia

Main Partners:

Ministry of Education, Culture and Science, Mongolia
 Mongolian University of Science and Technology
 National University of Mongolia
 Mongolian University of Life Sciences
 Singapore Polytechnic

Implementing Partners: (Mongolia)

Gazarchin University of Mongolia
 Ikh Zasag University
 Institute of Engineering and Technology
 Mongolian National Council for Education Accreditation
 Tenger Teacher University

Temasek Foundation - Singapore Polytechnic Technical and Vocational Education and Training (TVET) National Skills and ASEAN Qualifications Reference Framework, Thailand

Main Partners:

Department of Skill Development, Ministry of Labour, Thailand
 Office of Higher Education Commission, Ministry of Education, Thailand

Office of Vocational Education Commission, Ministry of Education, Thailand
 Thailand Professional Qualification Institute, Prime Minister's Office
 Singapore Polytechnic

Implementing Partners: (Thailand)

Automotive Human Resources Development
 Bueng Kan Provincial Centre for Skill Development
 Buri Ram Provincial Centre for Skill Development
 Chachoengsao Provincial Centre for Skill Development
 Chaiyaphum Provincial Centre for Skill Development
 Chanthaburi Provincial Centre for Skill Development
 Chiang Mai Provincial Centre for Skill Development
 Chiang Saen International Institute for Skill Development
 Chon Buri Regional Institute for Skill Development
 Kalasin Provincial Centre for Skill Development
 Kamphaeng Phet Provincial Centre for Skill Development
 Kanchanaburi Provincial Centre for Skill Development
 Khon Kaen Regional Institute for Skill Development
 Krabi Provincial Centre for Skill Development
 Lampang Regional Institute for Skill Development

Loei Provincial Centre for Skill Development
 Lop Buri Provincial Centre for Skill Development
 Mukdahan Provincial Centre for Skill Development
 Nakhon Nayok Provincial Centre for Skill Development
 Nakhon Pathom Provincial Centre for Skill Development
 Nakhon Ratchasima Regional Institute for Skill Development
 Nakhon Sawan Regional Institute for Skill Development
 Narathiwat Provincial Centre for Skill Development
 Nong Bua Lam Phu Provincial Centre for Skill Development
 Nong Khai Provincial Centre for Skill Development
 Nonthaburi Provincial Centre for Skill Development
 Office of Education Council
 Office of Instructor and Training Technology Development
 Office of Skill Standard and Testing Development
 Pathum Thani Provincial Centre for Skill Development
 Pattani Provincial Centre for Skill Development
 Phangnga Provincial Centre for Skill Development
 Pichit Provincial Centre for Skill Development
 Phra Nakhon Si Ayutthaya Provincial Centre for Skill Development

Phrae Provincial Centre for Skill Development
 Phuket Provincial Centre for Skill Development
 Pitsanulok Regional Institute for Skill Development
 Prachin Buri Provincial Centre for Skill Development
 Ranong Provincial Centre for Skill Development
 Ratchaburi Regional Institute for Skill Development
 Rayong Provincial Centre for Skill Development
 Sa kaeo Provincial Centre for Skill Development
 Sakon Nakhon Provincial Centre for Skill Development
 Samut Prakan Regional Institute for Skill Development
 Samut Songkhram Provincial Centre for Skill Development
 Songkhla Regional Institute for Skill Development
 Sukhothai Provincial Centre for Skill Development
 Suphan buri Regional Institute for Skill Development
 Surat Thani Regional Institute for Skill Development
 Surin Provincial Centre for Skill Development
 Trat Provincial Centre for Skill Development
 Ubon Ratchathani Regional Institute for Skill Development
 Udon Thani Provincial Centre for Skill Development

Uttaradit Provincial Centre for Skill Development
 Workforce and Entrepreneur Development Division
 Yala Provincial Centre for Skill Development

Temasek Foundation - Singapore Polytechnic Technical and Vocational Education and Training (TVET) Programme in Da Nang, Viet Nam

Main Partners:

University of Danang, Vietnam
 Danang University of Science and Technology
 Singapore Polytechnic

Implementing Partners:

(Vietnam)

College of Information Technology
 Danang College of Technology
 Danang University of Education
 Danang University of Economics
 Danang University of Education
 Danang University of Foreign Language Studies

Temasek Foundation – Singapore Polytechnic Technical and Vocational Education and Training (TVET) Programme in Asia

Main Partner:

Singapore Polytechnic

Implementing Partners:

(India)

National Institute of Technical Teachers Training and Research, Chandigarh
 Thiagarajar College of Engineering

(Indonesia)

Institute Teknologi Bandung
 Universitas Gadjah Mada
 Universitas Muhammadiyah Yogyakarta

(Malaysia)

Ministry of Higher Education
 Politeknik Ibrahim Sultan, Johor Bahru
 Politeknik Kota Kinabalu, Sabah
 Politeknik Kuching Sarawak
 Politeknik Sultan Hj Ahmad Shah, Kuantan
 Politeknik Sultan Salahuddin Abdul Aziz Shah
 Politeknik Ungku Omar, Ipoh
 Universiti Teknologi MARA

(Mongolia)

Mongolian University of Life Science
 Mongolian University of Science and Technology
 National University of Mongolia

(Philippines)

Batangas State University
 Bulacan State University
 Cebu Normal University
 Central Luzon State University

Our Partners

Eulogio “Amang” Rodriguez
Institute of Science and
Technology
Ifugao State University
Isabela State University
Mindanao University of Science and
Technology
Philippine Association of State
Universities and Colleges
Surigao Del Sur State University
Western Mindanao State University

(Thailand)

Chulalongkorn University
King Mongkut’s Institute of
Technology Ladkrabang
Rajamangala University of
Technology Krungthep
Rajamangala University of
Technology Lanna
Rajamangala University of
Technology Thanyaburi

(Viet Nam)

College of Technology, University of
Danang
Thu Duc College of Technology
University of Economics, University
of Danang
University of Education, University
of Danang
University of Science and
Technology, University of Danang
University of Science, Vietnam
National University - Ho Chi Minh
City

ENGLISH LANGUAGE CAPABILITY

Temasek Foundation – Southeast
Asian Ministers of Education
Organization Regional Language
Centre English Language
Capability Programme for Teacher
Trainers in Cambodia

Main Partner:

Ministry of Education, Youth and
Sport, Cambodia
Southeast Asian Ministers of
Education Organization
Regional Language Centre,
Singapore

Implementing Partners:

(Cambodia)

Anukvath Upper Secondary School
Banteay Meanchey Provincial
Teacher Training College
Battambang Provincial Teacher
Training College
Chatomuk Lower Secondary School
Kampong Cham Regional Teacher
Training Center
Kampong Chhnang Provincial
Teacher Training College
Kampong Speu Provincial Teacher
Training College
Kampong Thom Provincial Teacher
Training College
Kandal Regional Teacher Training
Center
National Institute of Education
Phnom Penh Regional Teacher
Training Center

Preah Sihanouk Provincial Teacher
Training College
Prey Veng Regional Teacher
Training Center
Pursat Provincial Teacher Training
College
Samdech Ouv High School
Siem Reap Provincial Teacher
Training College
Svay Rieng Provincial Teacher
Training College
Takeo Provincial Teacher Training
College
Teacher Training Department

Temasek Foundation - Southeast
Asian Ministers of Education
Organization Regional Language
Centre English Language
Capability Programme for
Teacher Trainers in Indonesia

Main Partners:

Ministry of Education and Culture,
Indonesia
Southeast Asian Ministers of
Education Organization Regional
Language Centre, Singapore

Implementing Partners: *(Indonesia)*

Lembaga Penjaminan Mutu
Pendidikan Aceh
Lembaga Penjaminan Mutu
Pendidikan Babel
Lembaga Penjaminan Mutu
Pendidikan Bali
Lembaga Penjaminan Mutu
Pendidikan Banten

Lembaga Penjaminan Mutu Pendidikan Bengkulu
 Lembaga Penjaminan Mutu Pendidikan DI Yogyakarta
 Lembaga Penjaminan Mutu Pendidikan Gorontalo
 Lembaga Penjaminan Mutu Pendidikan Jambi
 Lembaga Penjaminan Mutu Pendidikan Jateng
 Lembaga Penjaminan Mutu Pendidikan Jatim
 Lembaga Penjaminan Mutu Pendidikan Kalbar
 Lembaga Penjaminan Mutu Pendidikan Kalimantan Tengah
 Lembaga Penjaminan Mutu Pendidikan Kalimantan Timur
 Lembaga Penjaminan Mutu Pendidikan Lampung
 Lembaga Penjaminan Mutu Pendidikan Maluku
 Lembaga Penjaminan Mutu Pendidikan Maluku Utara
 Lembaga Penjaminan Mutu Pendidikan Nusa Tenggara Barat
 Lembaga Penjaminan Mutu Pendidikan Papua
 Lembaga Penjaminan Mutu Pendidikan Papua Barat
 Lembaga Penjaminan Mutu Pendidikan Sultra
 Lembaga Penjaminan Mutu Pendidikan Sumbar
 Lembaga Penjaminan Mutu Pendidikan Sumsel
 Lembaga Penjaminan Mutu Pendidikan Sulawesi Barat 10
 Lembaga Penjaminan Mutu

Pendidikan Sulawesi Tengah
 Lembaga Penjaminan Mutu Pendidikan Sumatera Utara
 Pusat Pengembangan dan Pemberdayaan Pendidik dan Tenaga Kependidikan Bahasa
 Pusat Pengembangan dan Pemberdayaan Pendidik dan Tenaga Kependidikan Bidang Bangunan dan Listrik Medan
 Pusat Pengembangan dan Pemberdayaan Pendidik dan Tenaga Kependidikan BMTI Bandung
 Pusat Pengembangan dan Pemberdayaan Pendidik dan Tenaga Kependidikan Ilmu Pengetahuan Alam
 Pusat Pengembangan dan Pemberdayaan Pendidik dan Tenaga Kependidikan Kesenian Yogyakarta

UNIVERSITY LEADERSHIP

Temasek Foundation - National University of Singapore Programme for Leadership in University Management (PLUM) in Southeast Asia

Main Partner:
 National University of Singapore

Implementing Partners:
(Brunei Darussalam)
 Universiti Brunei Darussalam

(Indonesia)
 Institut Teknologi Bandung

(Malaysia)
 University of Malaya
 Universiti Utara Malaysia

(Philippines)
 Ateneo de Manila University
 De La Salle University
 University of the Philippines

(Thailand)
 Burapha University
 Chiang Mai University
 Chulalongkorn University
 Mahidol University
 Prince of Songkla University

(Viet Nam)
 Vietnam National University, Hanoi
 Vietnam National University - Ho Chi Minh City

SCHOOL MANAGEMENT LEADERSHIP

Temasek Foundation - Madrasah Al-Irsyad Singapore Islamic School Education Uplift Programme with Pesantren Sabilil Muttaqin, East Java, Indonesia (Phase Three)

Main Partners:
 Pesantren Sabilil Muttaqin (PSM), Indonesia
 Madrasah Al-Irsyad, Singapore

Implementing Partners:
(Indonesia)
 Islamic International School
 Pesantren Sabilil Muttaqien Kediri

Our Partners

Islamic International School
Pesantren Sabilil Muttaqien
Magetan

BUILDING BRIDGES BETWEEN PEOPLES

STUDENT LEADERS EXCHANGE
Temasek Foundation LEaRN
2015 Programme @ Nanyang
Technological University

Main Partner:

Nanyang Technological University,
Singapore

Implementing Partners:

(Brunei Darussalam)

University of Brunei Darussalam

(Cambodia)

Royal University of Law and
Economics
Royal University of Phnom Penh

(China)

Fudan University
Hainan University
Shandong University
Shanghai Jiaotong University
Suzhou University
Tianjin University
Wuhan University

(Chinese Taipei)

National Cheng Kung University
National Taiwan University

(Hong Kong SAR, China)

University of Hong Kong
The Chinese University of Hong Kong

(India)

Indian Institute of Technology
Bombay
Indian Institute of Technology
Madras
Symbiosis International University

(Indonesia)

Institute of Technology Bandung
Gadjah Mada University
University of Indonesia

(Lao PDR)

National University of Laos

(Malaysia)

University of Malaya

(Myanmar)

University of Yangon

(Philippines)

Ateneo de Manila University
De La Salle University

(South Korea)

Korea University
Seoul National University

(Thailand)

Chulalongkorn University

(Viet Nam)

Vietnam National University -
Ho Chi Minh City

Temasek Foundation LEaRN 2015
Programme @ National University of
Singapore

Main Partner:

National University of Singapore

Implementing Partners:

(Cambodia)

Royal University of Law and
Economics
Royal University of Phnom Penh

(China)

Fudan University
Nanjing University
Peking University
Shanghai Jiaotong University
Tongji University
Tsinghua University
Wuhan University
Xiamen University
Zhejiang University

(Chinese Taipei)

National Taiwan University
National Tsinghua University

(Hong Kong SAR, China)

City University of Hong Kong
Hong Kong University of Science
and Technology

(India)

Indian Institute of Technology
Bombay
Lady Shri Ram College for Women

(Indonesia)

Institut Teknologi Bandung
Gadjah Mada University
Universitas Airlangga
University of Indonesia

(Japan)

Keio University

(Lao PDR)

National University of Laos

(Malaysia)

University of Malaya
Universiti Kebangsaan Malaysia
Universiti Utara Malaysia

(Philippines)

Ateneo de Manila University
De La Salle University
University of the Philippines

(South Korea)

Korea University
Seoul National University
Yonsei University

(Thailand)

Burapha University International
College
Chulalongkorn University
Mahidol University
Prince of Songkla University
Thammasat University

Temasek Foundation - Nanyang
Polytechnic Specialists'
Community Action and
Leadership Exchange (SCALE)
Programme 2016

Main Partner:

Nanyang Polytechnic, Singapore

**Implementing Partners:
(Philippines)**

Polytechnic University of
Philippines

(Thailand)

Rajamangala University of
Technology, Rattanakosin

(Viet Nam)

Ho Chi Minh City University of
Technology

Temasek Foundation - Republic
Polytechnic Specialists' Community
Action and Leadership Exchange
(SCALE) Programme 2016

Main Partner:

Republic Polytechnic, Singapore

**Implementing Partners:
(Indonesia)**

Politeknik Caltex Riau
Politeknik Negeri Malang
Politeknik Kota Malang

(Myanmar)

Yangon Technological University

(Viet Nam)

University of Social Sciences and
Humanities, Ho Chi Minh City

Temasek Foundation - Singapore
Polytechnic Specialists' Community
Action and Leadership Exchange
(SCALE) Programme 2016

Main Partner:

Singapore Polytechnic

**Implementing Partners:
(Indonesia)**

Politeknik Negara Ujung Padang
Universitas Muhammadiyah Malang
Universitas Muhammadiyah
Yogyakarta
Universitas Pembangunan Nasional
Veteran

(Malaysia)

Politeknik Kota Kinabalu

(Philippines)

Bulacan State University
Isabela State University
Mindanao University of Science and
Technology

(Thailand)

Chitralada School
Rajamangala University of
Technology Thanyaburi

(Viet Nam)

Ho Chi Minh City College of
Economics
University of Science and Technology,
University of Danang

Our Partners

Temasek Foundation - Temasek Polytechnic Specialists' Community Action and Leadership Exchange (SCALE) Programme 2016

Main Partner:

Temasek Polytechnic, Singapore

TEMASEK FOUNDATION ASIA LEADERS CONNECT 2015

Temasek Foundation - Asia Leaders Connect 2015

Main Partner:

Temasek Foundation, Singapore

Supporting Partners:

(Bangladesh)

Ministry of Public Administration

(Bhutan)

Ministry of Economic Affairs
Ministry of Labour and Human Resources

(Brunei)

Ministry of Education

(Cambodia)

Ministry of Economy and Finance
Ministry of Interior

(China)

China Center for Urban Development, National Development and Reform Commission

(India)

Department of Training and Technical Education, Government of NCT of Delhi
National Institution for Transforming India (NITI Aayog)

(Indonesia)

Ministry of Manpower
Muhammadiyah University of Yogyakarta

(Lao PDR)

Lao Youth Union
Ministry of Health

(Malaysia)

Ministry of International Trade and Industry

(Maldives)

Maldives Inland Revenue Authority

(Mongolia)

Cabinet Secretariat of Government of Mongolia
Civil Service Council of Mongolia

(Myanmar)

Ministry of Communications and Information Technology
Ministry of Health

(Philippines)

Department of Labour and Employment
Department of Transportation and Communications

Technical Education and Skills Development Authority

(Sri Lanka)

Ministry of Skill Development and Vocational Training

(Thailand)

Department of Skill Development, Ministry of Labour
Ministry of Education
Ministry of Labour
Praboromarajchanok Institute for Health Workforce Development

(Viet Nam)

Ministry of Science and Technology

ASIA JOURNALISM

FELLOWSHIP 2016

Temasek Foundation - Nanyang Technological University Asia Journalism Fellowship

Main Partner:

Nanyang Technological University (Wee Kim Wee School of Communication and Information), Singapore

Supporting Partners:

(Bangladesh)

The Daily Star

(China)

Guangzhou Satellite TV

(Chinese Taipei)
CommonWealth Magazine
CTITV

(India)
Indian Express

(Indonesia)
Tempo
Tribun Jogja Daily

(Lao PDR)
Vientiane Times

(Malaysia)
The Star

(Myanmar)
Myanmar Times

(Pakistan)
Daily Dawn

(Philippines)
GMA News Online

(Singapore)
The Straits Times
TODAY

(Sri Lanka)
Tamil Mirror Daily

(Viet Nam)
Tuoi Tre newspaper

BUILDING INSTITUTIONS OF EXCELLENCE

URBAN MANAGEMENT

Temasek Foundation - Singapore
Cooperation Enterprise Urban
Management Programme in
Delhi, India

Main Partners:

National Institution for
Transforming India (NITI Aayog)
Singapore Cooperation Enterprise

Implementing Partners:

(India)

Ahmedabad Municipal Corporation
Andhra Pradesh Capital Region
Development Authority
Chennai Metropolitan Development
Authority
City and Industrial Development
Corporation of Maharashtra
Delhi Transport Corporation
Dibrugarh Municipal Board
Directorate of Town and Country
Planning, Andhra Pradesh
Directorate of Town and Country
Planning, Tamil Nadu
Government of National Capital
Territory of Delhi
Guwahati Development
Department
Guwahati Municipal Corporation
Housing and Urban Development,
Tamil Nadu
Jamnagar Municipal Corporation

Maharashtra Housing and Area
Development Authority
Ministry of Housing & Urban Poverty
Alleviation
Municipal Administration & Urban
Development, Telangana
Municipal Administration &
Urban Development Department,
Government of Andhra Pradesh
Nagar Vikas
Nashik Municipal Corporation
National Disaster Management
Authority
National Institute of Urban Affairs
Navsari Municipal Council
New Delhi Municipal Council
Pollachi Municipality
Pune Metropolitan Regional
Development Authority
Regional Centre for Urban &
Environmental Studies
School of Planning & Architecture
Delhi
South Delhi Municipal Corporation
Surat Municipal Corporation
Tadipatri Municipality
Town and Country Planning
Organization
Town & Country Planning
Department, Uttar Pradesh
Town Planning & Valuation
Department, Government of
Gujarat
Udumalpet Municipality
Urban Development Department
Assam
Uttar Pradesh Housing and
Development Board

Our Partners

Temasek Foundation - Singapore Cooperation Enterprise Urban Management Programme in Industrial Water and Wastewater Recycle and Reuse Programme in Maharashtra, India

Main Partners:

Government of Maharashtra, India
Singapore Cooperation Enterprise

Implementing Partners:

(India)

Aurangabad Municipal Corporation
Common Effluent Treatment Plant
(Thane - Belapur) Association
Dombivli Better Environment
Systems Association
Maharashtra Industrial
Development Corporation
Maharashtra Pollution Control
Board

Temasek Foundation – Singapore Cooperation Enterprise Urban Management Programme in Myanmar

Main Partners:

Ministry of Construction, Myanmar
Singapore Cooperation Enterprise

Temasek Foundation Water Leadership Programme

Main Partner:

National University of Singapore
(Institute of Water Policy, Lee
Kuan Yew School of Public Policy)

Implementing Partners:

(Bangladesh)

Ministry of Environment and Forest

(Cambodia)

Cambodia Development Resource
Institute
Cambodian Water Supply
Association
Water and Sanitation Program of
the World Bank

(China)

Water Resources Department of
Jiangsu Province

(India)

Government of Andhra Pradesh
Ministry of Water Resources

(Indonesia)

Local Government of Bandung
Regency
Palembang Water Supply
PDAM Tirta Raharja of Bandung
Regency
PT. Aetra Air Jakarta

(Lao PDR)

Ministry of Natural Environment

(Malaysia)

Kuching Water Board

(Maldives)

Environmental Protection Agency
Ministry of Environment and
Energy

(Myanmar)

Ministry of Agriculture and
Irrigation

(Philippines)

Manila Water Company, Inc.
Metropolitan Waterworks and
Sewerage System
National Water Resources Board
Subic Water

(Sri Lanka)

Ministry of Urban Development,
Water Supply & Drainage
National Water Supply and
Drainage Board

(Viet Nam)

Ho Chi Minh City Urban Drainage
Company Ltd
National Center for Water
Resources Planning and
Investigation

PUBLIC ADMINISTRATION

Temasek Foundation - Singapore Cooperation Enterprise Info-Comm Technology Programme in Cambodia

Main Partners:

Ministry of Posts and
Telecommunications, Cambodia
Singapore Cooperation Enterprise

Implementing Partners:

(Cambodia)

Ecole Royale d' Administration
Ministry of Civil Service

Ministry of Commerce
 Ministry of Economy and Finance
 Ministry of Environment
 Ministry of Foreign Affairs and
 International Cooperation
 Ministry of Interior
 Ministry of Labour and Vocational
 Training
 Ministry of Mines & Energy
 Phnom Penh Municipality

**Temasek Foundation - Civil
 Service College Singapore
 Productivity, Innovation and
 Change in Public Service in
 Indonesia**

Main Partners:

National Institute of Public
 Administration, Indonesia
 Civil Service College, Singapore

**Implementing Partners:
 (Indonesia)**

Agrarian and Spatial Planning
 Ministry
 Bandung Institute of Technology
 Center for Innovation Promotion
 and Capacity Development
 East Kalimantan Provincial
 Government
 Gadjah Mada University
 Investment Coordinating Board
 Local Government of East
 Kalimantan Province
 Local Government of South
 Sulawesi Province
 Ministry of Administrative and
 Bureaucratic Reform

Ministry of Communication and
 Information Technology
 Ministry of Energy and Mineral
 Resources
 Ministry of Finance
 Ministry of Forestry and
 Environment
 Ministry of Industry
 Ministry of Land and Spatial
 Planning
 Ministry of Law and Human Rights
 Ministry of Manpower
 Ministry of National Development
 Planning
 Ministry of Public Works and
 Housing
 Ministry of State Secretariat
 Ministry of Trade
 Ministry of Transport
 National Development and
 Planning Agency
 National Institute of Public
 Administration Aceh
 National Institute of Public
 Administration Bandung
 National Institute of Public
 Administration, East Kalimantan
 National Institute of Public
 Administration Jakarta
 National Institute of Public
 Administration Makassar
 National Investment Coordinating
 Board
 Pajajaran University Bandung
 Provincial Government Central Java
 Provincial Government of South
 Sulawesi
 State Ministry of National
 Development Planning

**Temasek Foundation - Nanyang
 Technological University Public
 Administration Programme in Lao
 PDR**

Main Partners:

Ministry of Foreign Affairs, Lao
 PDR
 Lao Youth Union, Lao PDR
 Nanyang Technological University
 (College of Humanities, Arts and
 Social Sciences), Singapore

**Implementing Partners:
 (Lao PDR)**

Institute of Foreign Affairs, Ministry
 of Foreign Affairs, Lao People's
 Democratic Republic

**Temasek Foundation - Singapore
 Cooperation Enterprise
 Economic Policy and Leadership
 Programme, Malaysia**

Main Partners:

Ministry of International Trade and
 Industry, Malaysia
 Singapore Cooperation Enterprise

**Implementing Partners:
 (Malaysia)**

Malaysia Automotive Institute
 Malaysia External Trade
 Development Corporation
 Malaysian Industrial Development
 Finance Berhad
 Malaysian Investment Development
 Authority
 Malaysia Productivity Corporation

Our Partners

SME Bank
SME Corporation

Temasek Foundation – Nanyang Polytechnic International Food Safety Technology Programme in the Philippines

Main Partners:

Department of Science and Technology, Philippines
Department of Health, Philippines
Nanyang Polytechnic International, Singapore

Implementing Partners:
(Philippines)

Department of Agriculture
Food and Drug Administration,
Department of Health
Food and Nutrition Research Institute, Department of Science and Technology
Food Development Center, National Food Authority
Philippine Council for Industry, Energy and Emerging Technology Research and Development, Department of Science and Technology
Research Institute for Tropical Medicine, Department of Health
Regional Offices and Bureaus, Department of Health
Regional Offices, Department of Science and Technology

Temasek Foundation – Nanyang Polytechnic International Productivity & Standards Programme in Labour Conciliation and Mediation in the Philippines

Main Partners:

National Conciliation and Mediation Board, Department of Labour and Employment, Philippines
Nanyang Polytechnic International, Singapore

Implementing Partners:
(Philippines)

Bureau of Labour Relations
Labour Management Cooperative
Regional Conciliation & Mediation Branches

Temasek Foundation - Nanyang Technological University Public Administration Leaders Programme in the Philippines

Main Partners:

National Economic and Development Authority, Philippines
Nanyang Technological University (College of Humanities, Arts and Social Sciences), Singapore

Implementing Partners:
(Philippines)

Bases Conversion and Development Authority

City of San Fernando
City Planning and Development Office, Tarlac City
Clark Development Corporation
Department of Environment and Natural Resources
House of Representatives
John Hay Management Corporation
Municipal Government of Anao
Municipal Government of Camiling
Municipal Government of Gerona
Municipal Government of La Paz
Municipal Government of Mayantoc
Municipal Government of Pura
Municipal Government of San Clemente
Municipal Government of San Jose
Municipal Government of San Manuel
Municipal Government of Sta. Ignacia
Municipal Government of Victoria
National Economic and Development Authority Region 3
Poro Point Management Corporation
Provincial Government of Bataan
Provincial Government of Tarlac
Provincial Government of Tarlac - Bamban
Provincial Government of Tarlac - Capas
Provincial Government of Tarlac - Concepcion
Provincial Government of Tarlac - Moncada
Provincial Government of Tarlac - Ramos

Provincial Government of Tarlac - San Jose	<i>(Myanmar)</i> Ministry of Finance	<i>(Lao PDR)</i> Bank of Lao PDR Ministry of Finance
Provincial Government of Tarlac - Victoria	<i>(Philippines)</i> Bureau of the Treasury, Department of Finance	<i>(Malaysia)</i> Bank Negara Malaysia Securities Commission Malaysia
Provincial Planning and Development Office	Philippine Economic Zone Authority	
Ramon Magsaysay Technological University		<i>(Myanmar)</i> Central Bank of Myanmar Ministry of Finance
Tarlac Province	<i>(Thailand)</i> Ministry of Commerce	
Tarlac State University		<i>(Philippines)</i> Bangko Sentral ng Pilipinas
Temasek Foundation Leaders in Economic Development Programme	Temasek Foundation - National University of Singapore (Lee Kuan Yew School of Public Policy) - Monetary Authority of Singapore ASEAN Financial Regulators' Executive Programme	<i>(Thailand)</i> Bank of Thailand Office of the Securities and Exchange Commission Office of Insurance Commission
Main Partner: Civil Service College, Singapore	Main Partners: Monetary Authority of Singapore National University of Singapore (Lee Kuan Yew School of Public Policy)	<i>(Viet Nam)</i> State Securities Commission of Vietnam Ministry of Finance
Implementing Partners: <i>(Bhutan)</i> Gross National Happiness Commission Ministry of Economic Affairs Ministry of Finance	Implementing Partners: <i>(Brunei)</i> Autoriti Monetari Brunei Darussalam	
<i>(Brunei)</i> Ministry of Finance	<i>(Cambodia)</i> National Bank of Cambodia Securities and Exchange Commission of Cambodia	
<i>(Indonesia)</i> Indonesia Investment Coordinating Board (BKPM) Ministry of Finance	<i>(Indonesia)</i> Financial Services Authority (Otoritas Jasa Keuangan)	
<i>(Malaysia)</i> Johor Petroleum Development Corporation Ministry of International Trade and Industry		

Financial Highlights

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FY 2015/2016 Management Analysis

At a Glance

Temasek Foundation was established in May 2007 by Temasek with an endowment for the programme grants and operating expenses of the foundation. The endowment is placed under the stewardship of Temasek Trust which decides on the aggregate annual amounts to be made available for use by the foundation.

Temasek Foundation continued its work into Financial Year (FY) 2015/2016 with the sums committed to programme grants held steady at S\$19.9 million and the number of programmes also steady at 40. This manifests the foundation's firm outreach to communities and commitment to programmes. The high level of co-funding from host community partners that manifests their leadership and ownership of the programmes was also sustained.

Since inception, the foundation has committed funding to programmes as follows:

	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011 (updated)
S\$ Amount committed to Programmes	S\$14.3 m	S\$15.4 m	S\$16 m	S\$17.9 m
Number of Programmes	14	32	33	26

	FY 2011/2012 (updated)	FY 2012/2013 (updated)	FY 2013/2014 (updated)	FY 2014/2015 (updated)	FY 2015/2016 (committed)
S\$ Amount committed to Programmes	S\$19 m	S\$19.4 m	S\$21.5 m	S\$19.2 m	\$19.9 m
Number of Programmes	32	40	44	42	40

FY 2015/2016 Management Analysis

Priority Programmes

In FY 2015/2016, Temasek Foundation continued to focus on capability-building programmes in the area of Technical and Vocational Education and Training (TVET). A total of S\$4.4 million was committed to 8 programmes in this area. Specifically under TVET, the foundation supported 3 programmes to share the knowledge and skills of the Conceive-Design-Implement-Operate Framework among institutions in South-East Asia. This is a powerful framework that raises standards in Engineering Education, improves pedagogy and curriculum in a whole range of disciplines and helps research efforts to produce more user-centred solutions.

Another high-priority area is urban management. Cities continue to face many challenges in urban planning and management, in housing, urban transport, water and waste management, and, more broadly, the urban environment. For FY 2015/2016, the foundation committed a total of S\$2.4 million to 4 programmes in this area in India, Myanmar, and a multi-country programme for leaders in water management in Asia.

In the priority area of health care, the foundation committed a total of S\$2.7 million to 7 programmes in this area, with a focus on nursing and public health, such as a nursing management programmes in West Bengal, India and an emergency care nursing programme Karnataka, India.

The fourth priority area of public policy and public administration capabilities has gained great traction in the last financial year. Host communities continue to request for capability-building and knowledge-exchange programmes for their public officials so that they can sharpen their public policy-making, improve their regulatory frameworks, policies and processes, and strengthen their public institutions. All these will in turn support the development efforts and programmes of the communities. For FY 2015/2016, Temasek Foundation committed a sum of S\$5 million to 10 programmes in this area.

Financial Management

To minimise the financial risks associated with programme funding, the foundation disburses committed funds only in tranches to partner organisations in accordance to an agreed-to schedule and actual progress of implementation of the programmes. For FY 2015/2016, the foundation disbursed a sum of S\$17.7 million to programmes that were approved earlier (including S\$0.2 million given for equipment from donations separate from the endowment), with programme activities being implemented progressively and a consistent pace.

As at 31 March 2016, some 52 programmes were concluded, bringing the total number of concluded programmes to 211 out of a total of 303 programmes that the foundation has committed to since inception. Some programmes are modified during the course of implementation and funding revised and a very small number of programmes have had to be discontinued, mainly due to the restructuring of institutions or re-prioritisation of needs by the host communities. Consequently, the committed amounts for each financial year published in the annual reports will be updated to reflect these adjustments.

The total annual operating expenses of Temasek Foundation for FY 2015/2016 and the updated expenses for the previous financial years are listed as follows (to be updated):

	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011
S\$ Total				
Operating Expenses	\$1.88 m	\$2.29 m	\$2.43 m	\$2.69 m
Headcount	7	8	8	9

	FY 2011/2012	FY 2012/2013	FY 2013/2014	FY 2014/2015	FY 2015/2016
S\$ Total					
Operating Expenses	\$3.08 m	\$3.46 m	\$3.47 m	\$3.14 m	\$3.01 m
Headcount	10	11	11	10	10

FY 2015/2016 Management Analysis

The foundation has kept staff strength, and consequently, annual operating expenses at a steady level with increases in some operating expenditure items mainly attributable to general increases in costs in Singapore. Expenses on travel and transport have also increased as the staff team of the foundation continued their engagements with leaders, specialists and practitioners from host communities in their respective cities. For FY 2015/2016, the “expense-to-grants” ratio of Temasek Foundation’s annual operating expenses (including depreciation) to annual committed programme grants was 15.2%. Given the level of engagement with the host communities, intensive programme development and management efforts in the host cities and the level of host community co-funding for the programmes, this “expense-to-grants” ratio compares favourably with international norms.

Strategic Review

Temasek Foundation will commemorate its 10th anniversary in 2017. Towards the end of FY 2015/2016, Temasek Foundation initiated a strategic review to map out an updated vision and strategy for the next lap of work of the foundation. The work of the review will continue in FY 2016/2017 and the outcome of this review will be shared at the appropriate time.

Directors' Statement

The Directors of Temasek Foundation CLG Limited (the "Foundation") are pleased to present the audited financial statements of the Foundation for the reporting year ended 31 March 2016.

1 Opinion of the Directors

In the opinion of the Directors,

- (a) the accompanying financial statements are drawn up so as to give a true and fair view of the financial position and performance of the Foundation for the reporting year covered by the financial statements; and
- (b) at the date of this statement, there are reasonable grounds to believe that the Foundation will be able to pay its debts as and when they fall due.

2 Directors in office at date of statement

The Directors of the Foundation in office at the date of this statement are:

Mr Goh Geok Khim (Chairman)
Ms Jennie Chua Kheng Yeng (Deputy Chairman)
Mr Christopher Cheng Wai Chee
Mr Tony Tan Caktiong
Mr Khoo Boon Hui
Tan Sri Faizah Binti Mohd Tahir
Mr Goh Yong Siang
Mr Benedict Cheong Thiam Beng (Chief Executive Officer)

3 Directors' interests in shares and debentures

The Foundation is a company limited by guarantee. There were no shares or debentures issued.

4 Arrangements to enable Directors to acquire benefits by means of the acquisition of shares and debentures

The Foundation is a company limited by guarantee and has no share capital.

Directors' Statement

5 Options

The Foundation is a company limited by guarantee. As such, there are no share options or unissued shares under option.

6 Independent auditor

RSM Chio Lim LLP has expressed willingness to accept re-appointment.

On Behalf of the Directors



Mr Goh Geok Khim
Chairman



Mr Benedict Cheong Thiam Beng
Director and Chief Executive Officer

31 May 2016

Statement of Financial Activities

Year Ended 31 March 2016

	2016	2015
	\$	\$
Incoming resources		
Programme grants	17,691,408	19,042,099
Operating grants	2,896,957	2,986,067
Capital grants	78,362	125,359
Other income	34,362	28,131
Total incoming resources	20,701,089	22,181,656
Resources expended		
Programme expenses	17,691,408	19,042,099
Depreciation of plant and equipment	78,362	125,359
Employee benefits expenses	2,364,585	2,444,371
General and administrative expenses	117,863	118,784
Professional and IT support charges	154,179	155,185
Rental, utilities and office maintenance	27,634	30,807
Travelling and transport	267,058	265,051
Total resources expended	20,701,089	22,181,656
Net incoming resources	–	–

Statement of Financial Position

Year Ended 31 March 2016

	2016	2015
	\$	\$
ASSETS		
<u>Non-current assets</u>		
Plant and equipment	19,517	97,879
Total non-current assets	19,517	97,879
<u>Current assets</u>		
Account receivables, current	498,225	337,674
Other assets, current	5,973	16,639
Cash and cash equivalents	4,049,999	3,755,457
Total current assets	4,554,197	4,109,770
Total assets	4,573,714	4,207,649
LIABILITIES		
<u>Current liabilities</u>		
Account payables, current	2,244,480	1,797,864
Total current liabilities	2,244,480	1,797,864
Total liabilities	2,244,480	1,797,864
Net assets	2,329,234	2,409,785
FUNDS	2,329,234	2,409,785

Statement of Changes in Funds

Year Ended 31 March 2016

	Programme Funds						Total
	Funds to non - IPC entities	Funds to IPC entities	Sabah earthquake Fund	Funds for internal programmes	Operating funds	Capital funds	
	\$	\$	\$	\$	\$	\$	\$
Current year:							
Opening balance at 1 April 2015	904,735	50,650	-	52,076	1,210,222	192,102	2,409,785
Grants/income received	11,917,000	5,495,000	859,722	-	3,174,381	-	21,446,103
Grants utilised as incoming resources	(11,971,854)	(5,495,465)	(859,927)	(224,089)	(2,896,957)	(78,362)	(21,526,654)
Transfer	(209,798)	-	-	209,798	-	-	-
Closing balance at 31 March 2016	640,083	50,185	(205)	37,785	1,487,646	113,740	2,329,234
Previous year:							
Opening balance at 1 April 2014	638,575	66,765	-	-	893,572	317,461	1,916,373
Grants/income received	15,512,000	3,832,000	-	-	3,331,068	-	22,675,068
Grants utilised as incoming resources	(15,111,399)	(3,848,335)	-	(82,365)	(3,014,198)	(125,359)	(22,181,656)
Transfer	(134,441)	220	-	134,441	(220)	-	-
Closing balance at 31 March 2015	904,735	50,650	-	52,076	1,210,222	192,102	2,409,785

Statement of Cash Flows

Year Ended 31 March 2016

	2016	2015
	\$	\$
<u>Cash flows from operating activities</u>		
Receipts from grants and others	21,434,768	22,668,932
Payments to programme partners, suppliers and employees	(21,153,028)	(22,128,567)
Net cash flows from operating activities	<u>281,740</u>	<u>540,365</u>
<u>Cash flows from investing activities</u>		
Purchases of plant and equipment	–	(36,779)
Cash restricted in use	(544,510)	533,578
Interest received	12,802	11,492
Net cash flows (used in) from investing activities	<u>(531,708)</u>	<u>508,291</u>
Net (decrease) increase in cash and cash equivalents	(249,968)	1,048,656
Cash and cash equivalents, statement of cash flows, beginning balance	<u>2,730,192</u>	<u>1,681,536</u>
Cash and cash equivalents, statement of cash flows, ending balance		
(Note 10)	<u>2,480,224</u>	<u>2,730,192</u>

Note: The full Financial Statements is available at www.temasekfoundation.org.sg

Temasek Foundation Staff Team

(as at 31 March 2016)

Chief Executive Officer

Benedict Cheong

Directors

Stanley Lee, Programmes & Partnerships

Joanne Ng, Programmes & Strategy

Gerald Yeo, Programmes & Partnerships

Heads

Marcus Chia, Operations

Goh Jen-Kit, Programme Management

Caroline Tan, Communications

Associate Director

Shiran Ali, Programme Management

Senior Associate

Diana Lee, Communications

Associate (Special Contract)

Zhuang Jielin, Alumni and Relationships

Secretary

Jacqueline Ser

Our Purpose & Mission

To contribute to a bright future of hope and opportunities for people in a connected and prosperous Asia by:

Building People through Health Care, Education and Research;
Building Bridges between Peoples;
Building Institutions of Excellence through Governance and Ethics; and
Rebuilding Lives and Livelihoods affected by Natural Disasters.

Our Values

Meritocracy

We support programmes based on merit and outcomes, and we recognise and reward our team members based on merit and performance.

Excellence

We are passionate about delivering results through relevant and effective programmes, always aiming for excellence in our work.

Respect for People

We accord respect to individuals, communities and our fellow team members, and treat all as valued partners.

Integrity

We apply the highest ethical and professional standards in our conduct, communication and decision-making.

Innovation

We constantly look for ways to improve and innovate, and foster an environment that helps us learn from our successes and failures.

Teamwork

We value the diverse strengths of our partners and fellow team members, and harness these to achieve our shared purpose and vision.



Temasek Foundation CLG Limited
(Co. Regn No. 200702724G)

60B Orchard Road #06-18 Tower 2
The Atrium@Orchard Singapore 238891
Tel: (65) 6828 6030 Fax: (65) 6821 1151