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## OUR PROGRAMMES

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## OUR PARTNERS

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## FINANCIAL STATEMENTS

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ABOUT TEMASEK FOUNDATION

Temasek Foundation is a Singapore philanthropic organisation set up by Temasek, an Asia investment company headquartered in Singapore, to build a more prosperous, stable and connected Asia through developing human and social capital. Working with expertise institutions from Singapore and the region, we support training programmes in health care, education, public administration and disaster-response capability, and programmes that promote positive networks of cooperation in and across communities in Asia.
In Financial Year 2012/2013, Temasek Foundation committed S$22.3 million to 41 programmes – a marked increase of 20% in the number of programmes supported over the previous financial year. This also represented the most number of programmes that we have funded in a single financial year. This was only possible through our partnerships with organisations that co-developed, co-implemented and, in many cases, co-funded programmes with us.

**PARTNERSHIPS TO SUPPORT COMMUNITIES**
Together with our partner organisations, we reiterated our shared commitment to support development in various communities in Asia. For the past few years, programmes in Technical and Vocational Education and Training (TVET) have been a core area for Temasek Foundation. In FY2012/2013, we committed funding to 14 of these programmes in China, India, Indonesia, Lao PDR, Myanmar, the Philippines, Sri Lanka, Thailand, and Viet Nam – the highest number in a single year thus far. We were also pleased to sponsor the first Singapore TVET Conference which was held from 6-10 November 2012. This event attracted 400 Asian and international delegates to discuss and exchange ideas on TVET systems for their communities.

We also supported our first programmes in Myanmar. In all, six programmes, mostly in education, were approved. We look forward to the impact that these programmes will create in the midst of Myanmar’s rapid development.

**PARTNERSHIPS TO FORGE NEW GROUNDS**
In the past year, we broke new ground by engaging with a number of new Singapore expertise partners. This has widened the range of our programmes. In the area of developing health care, our new partners are KK Women’s and Children’s Hospital, Saw Swee Hock School of Public Health (National University of Singapore), Singapore General Hospital and Tan Tock Seng Hospital. In the area of building institutions, the Infocomm Development Authority of Singapore and Monetary Authority of Singapore partnered us for the first time in our capacity-building programmes.
Partnerships to Keep Connected
At the end of the day, the work we do, the funds we commit and the programmes we support are meaningful only because we believe that people matter most. The most advanced technology, hardware and software would not matter if we did not believe that together, we can make a difference and create an impact in the lives of people and communities.

As we continue to support more programmes year after year, we know it is important to keep connected to the participants and friends who have been a part of our journey. The people-to-people connections made through the programmes must endure long after the training programmes have been completed. In the past two years, the staff team engaged past participants through alumni gatherings held in Bangkok, Jakarta and Colombo, attended by a total of 230 participants from different programmes. The sharing of fond memories, rekindling of friendships and forging of new connections at each of the events made it all worthwhile. We also launched in November 2012 the ‘Temasek Foundation Alumni and Friends’ Facebook group. There are now 450 members who participate actively in this group, and the number continues to grow.

In April 2013, our first alumni event in Singapore will be held for the Asia Journalism Fellowship, a programme jointly supported by Temasek Foundation and Singapore’s Nanyang Technological University since 2009. More than 50 journalists who are part of the Fellowship alumni are expected to be in Singapore to participate in AJF Connect 2013.

In the past year, we broke new ground by engaging with a number of new Singapore expertise partners.

Appreciating Our Stakeholders
As we start a brand new work year, I am thankful for the many people who walk alongside with us, providing their support and guidance. I thank our friends and stakeholders who have put their strength and passion behind our shared purpose and objectives. I am gratified by the confidence and trust that Temasek and Temasek Trust have placed in us to carry out our work. I thank our partners for working so diligently and closely with us. I am also deeply appreciative of the commitment and hard work of my fellow board directors who are actively engaged and provide good counsel.

In the new financial year, we will warmly welcome a new member to the Temasek Foundation Board. Tan Sri Faizah Mohd Tahir brings with her a wealth of experience in economics, human resource and community development from her years in public and community service. We look forward to her sharing of experiences and insights to enrich the work of the foundation.

Strong partnerships are, and will continue to be, essential to achieving shared purpose and goals. We are all inter-connected in so many ways. As Temasek Foundation continues to extend its footprint across the region, and across a wider range of programmes, we hope that you will continue to support and partner us in this journey of building a shared future in Asia.

Goh Geok Khim
Chairman
March 2013
BOARD OF DIRECTORS

CHAIRMAN
Goh Geok Khim
Singapore
Executive Chairman
G.K.Goh Holdings Limited

DEPUTY CHAIRMAN
Jennie Chua
Singapore
Chairman
Alexandra Health Pte Ltd

BOARD DIRECTOR
Christopher Cheng
Hong Kong SAR
Chairman
Wing Tai Properties Ltd

BOARD DIRECTOR
Khoo Boon Hui
Singapore
Senior Deputy Secretary
Ministry of Home Affairs, Singapore

BOARD DIRECTOR
Dr Law Song Seng
Singapore
Senior Consultant
Institute of Technical Education (ITE)
Education Services Pte Ltd

BOARD DIRECTOR
Ong Boon Hwee
Singapore
Managing Director
Beyond Horizon Consulting Pte Ltd
Supporting the human and social capital development in communities in Asia.
OUR APPROACH

Over six years, Temasek Foundation has reached out to thousands of participants 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 towards a connected, peaceful and prosperous Asia.

OUR GRANT-MAKING IS GROUNDED IN THESE CORE PRINCIPLES:

**OUTCOMES-FOCUS**
We support programmes that have a strong focus on outcomes with a multiplier effect and the transfer of learning by participants, who are leaders and trainers, to their peers so as to bring about sustained improvements in their communities.

**PARTNERSHIPS**
From defining needs to co-developing and co-implementing programmes, partnerships are critical in all phases of a programme, to ensure that programmes are needed, relevant and meaningful.

**OWNERSHIP**
By engaging in the planning and implementing of programmes, leaders of partner organisations signify the importance of the programmes and drive them to success.
SIX YEARS IN NUMBERS: MAY 2007 – MARCH 2013

OUR GRANTS AND PROGRAMMES

FY07/08

$15.2M

14

FY08/09

$17.1M

32

FY09/10

$17.9M

33

FY10/11

$20.1M

26

FY11/12

$22.1M

32

FY12/13

$22.3M

41

TOTAL

$114.7M

178 PROGRAMMES

OUR GIVING BY FOCUS AREAS

Developing People: Education

$51.9M

45.3%

Rebuilding Lives & Livelihoods

$9.1M

7.9%

Building Bridges between Peoples

$13.9M

12.1%

Building Institutions of Excellence

$21.9M

19.1%

Developing People: Health Care

$17.9M

15.6%
OUR OUTREACH

Geography

- **SOUTHEAST ASIA**: $15.2M, 80 Programmes
- **NORTH ASIA**: $23.9M, 30 Programmes
- **SOUTH ASIA**: $12.9M, 23 Programmes
- **MULTI-COUNTRY/COMMUNITY & OTHERS**: $27.6M, 45 Programmes

**Individuals**

Direct Participants *(Projected):*

26,762

*Includes projected number of participants for training activities that have not been completed.*

Peers of Participants reached out to:

55,240

Individuals who attended learning sessions conducted by direct programme participants (numbers as reported by programme partners).
FY2012-2013 IN NUMBERS

Total Committed Grants: 22.3M
No. of Programmes Approved: 41
Projected no. of participants: 4,402

FOCUS AREAS

**Developing People: Health Care**
- $3.3M
- 14.9%
- 7 Programmes

**Developing People: Education**
- $10.6M
- 47.4%
- 19 Programmes

**Building Bridges between Peoples**
- $2.9M
- 13.1%
- 4 Programmes

**Building Institutions of Excellence**
- $5.0M
- 22.5%
- 10 Programmes

**Rebuilding Lives & Livelihoods**
- $0.5M
- 2.1%
- 1 Programme
DEVELOPING PEOPLE
BUILDING CAPABILITIES IN HEALTH CARE

GRANTS
FY12/13
$3.3M

TOTAL (SINCE 2007)
$17.9M

PROGRAMMES
FY12/13
7

TOTAL (SINCE 2007)
30
BUILDING CAPABILITIES IN HEALTH CARE

Health Care is fundamental to the economic and social development and growth of any community. With this in mind, Temasek Foundation supports health care professionals to improve their knowledge and skills. In this way, they can provide the best possible care to their patients and the community.

I hope that after their training, the participants will put into practice what they have learnt. I also hope they will serve as role models and mentors to their colleagues, and to motivate and encourage them to improve the overall quality of patient care.

PROF ZHU ZHENGGANG
President, Ruijin Hospital
Programme Partner for the Skills Training in Nursing Practices and Hospital Management Programme in China

Nursing

Training of nurse leaders and specialists to improve standards of nursing care.

PROGRAMME

Skills Training in Nursing Practices and Hospital Management in Shanghai, China

- To strengthen their hospital and health care management skills, some 525 specialist nurses and nursing leaders from the Ruijin Hospital Group in Shanghai, China, will undergo training in best nursing practices and skills training in clinical specialties such as intensive care, trauma management and oncology.

- Hospital leaders will also learn more about hospital and health care management and policy, patient safety, and use of technology.

- Another 1,000 nurses are expected to benefit from learning workshops organised by the participants after completion of their training

Main Partners

CHINA
Ruijin Hospital Group, Shanghai

SINGAPORE
Singapore General Hospital
SingHealth Alice Lee Institute of Advanced Nursing
Enhancing the Quality of Health Care in Indonesia

- The Centre for Education and Training for Apparatus is leading a new nursing training initiative for 115 nursing professionals and managers from 13 health care institutions across Indonesia.
- Since November 2012, the participants have undergone training in Singapore in courses such as nursing management, wound management and gerontology nursing. The training will complement the efforts of the Indonesia Ministry of Health to improve access to and the quality of health services in the country.

Main Partners

**INDONESIA**
Ministry of Health
Centre for Education and Training for Apparatus

**SINGAPORE**
School of Health Sciences (Nursing), Nanyang Polytechnic

Training-of-Trainers in Nursing Pedagogy and Curriculum Design in Indonesia

- Some 72 nurses from Stikes Aisyiyah and universities from the Muhammadiyah network in Indonesia will participate in a two-year training programme to develop learner-centred pedagogy and update their nursing curriculum. This will enhance patient care and safety, and health care standards.
- Their training in Singapore will include nursing competency training workshops and visits to Singapore health care institutions.

Main Partners

**INDONESIA**
Stikes Aisyiyah Yogyakarta
Muhammadiyah

**SINGAPORE**
School of Health Sciences, Ngee Ann Polytechnic

“This is an excellent collaboration, which we believe will positively impact Indonesia’s human resource development for the health care sector in the long run. It goes beyond skills development, to ensuring deliverables set by each participant at the end of the course for their respective institutions. In fact, we will soon be implementing a study to analyse the positive effects at these institutions.”

MR UNTUNG SUSENO
Head, Board for Development and Empowerment of Health Human Resources, Programme Partner for the Nursing Management Training Programme in Indonesia
Managing Workplace Safety and Health for Nurses in Thailand

• From 14 to 25 January 2013, a group of 14 nurse leaders from Thailand visited Singapore health care institutions to learn how to effectively manage health and safety in hospitals.

• As nurses are exposed to a wide array of health and safety hazards, the participants were trained in preventive technology and innovations, such as risk assessment, prevention and management of occupational hazards, and safety simulation techniques.

Main Partners

THAILAND
Office of Her Royal Highness Princess Maha Chakri Sirindhorn, Thailand
King Chulalongkorn Memorial Hospital
Mahidol University Faculty of Nursing
Sriraj Hospital
Thai Red Cross College of Nursing

SINGAPORE
Tan Tock Seng Hospital
School of Health Sciences (Nursing), Nanyang Polytechnic

Health Care Management

Assisting health care professionals and educators in managing public health education and awareness, and in enhancing paediatric emergency care.

PROGRAMME

Developing Public Health Programmes and Policies

• Some 162 public health leaders and specialists from state universities for public health in Cambodia, Lao PDR, Thailand and Myanmar will be enhancing their national public health programmes and policies in:

  - occupational medicine (preventive medicine and management of illnesses and injuries in the workplace),
  - field epidemiology (management of infectious disease outbreak), and
  - translational research (translation of public health research into practice for better public health outcomes).

Main Partners

State public health universities in Cambodia, Lao PDR, Thailand and Myanmar

SINGAPORE
Saw Swee Hock School of Public Health, National University of Singapore
Training-of-Trainers in Paediatric Emergency Care in Myanmar

• KK Women’s and Children’s Hospital has conducted a series of lectures and workshops for 80 to 100 health care staff from four public children’s hospitals in Yangon and Mandalay to enhance their knowledge and skills in paediatric emergency care, in particular paediatric emergency resuscitation and triaging.

Main Partners:

**MYANMAR**
Yangon Children’s Hospital
550-bedded Yankin Children’s Hospital
300-bedded Children’s Hospital, Mandalay
550-bedded Children’s Hospital, Mandalay

**SINGAPORE**
KK Women’s and Children’s Hospital

Enhancing the Quality of Health Care Education in Sri Lanka

• Health care specialists from Singapore will share their expertise and best practices in health care management, clinician skills and curriculum with 210 medical, nursing and allied-health educators and clinicians from Sri Lanka.

• The participants will improve the curriculum and pedagogy for academic and clinical staff educators at the University of Colombo and in the teaching hospitals under Sri Lanka’s National Health System.

Main Partners:

**SRI LANKA**
Ministry of Health (National Health System)
University of Colombo

**SINGAPORE**
Singapore International Foundation
DEVELOPING PEOPLE
BUILDING CAPABILITIES IN EDUCATION

GRANTS

FY12/13
$10.6M

TOTAL (SINCE 2007)
$51.9M

PROGRAMMES

FY12/13
19

TOTAL (SINCE 2007)
71
Education opens doors to knowledge and skills and helps communities to develop and grow, leading to better opportunities, higher levels of employability and sustained development. Temasek Foundation is committed to developing human capital by supporting programmes that enhance capabilities in education. Programmes we support include the training of leaders, master trainers, specialist teachers and education administrators in policies, processes, pedagogy and curriculum within their schools, institutions, organisations and the wider community.

Technical and Vocational Education and Training (TVET)

Enhancing the capabilities of the skilled workforce to be more employable and relevant in meeting the needs of industries.

**PROGRAMME**

**Enhancing Leadership Skills in Hubei, China**

- With 270,000 students schooled in its secondary vocational institutes, the Wuhan Education Bureau in Hubei province has selected 120 senior officials and heads of TVET institutes to lead the efforts to improve the management of TVET institutions and the delivery of TVET programmes. The workshops and visits conducted in Singapore will assist these participants to gain a better understanding of Singapore’s TVET system, and work with their peers to customise relevant strategies and action plans for Wuhan’s vocational education system.

**Main Partners**

**CHINA**
Wuhan Education Bureau

**SINGAPORE**
Institute of Education (ITE) Education Services
BUILDING CAPABILITIES IN EDUCATION

Establishing a World Class TVET Skills Centre in New Delhi, India

• The Department of Technical Training and Education in the National Capital Territory of Delhi is working towards the establishment of a world class TVET skills centre in India. Over a three-year period, Temasek Foundation will support a programme for leaders and trainers in TVET management, pedagogy and technical curriculum. The new skills centre will be a premier training hub for skills development that will facilitate the growth of skilled manpower to meet the needs of industries in India.

Main Partners

INDIA
Department of Technical Training and Education, Government of National Capital Territory of Delhi

SINGAPORE
Institute of Education (ITE) Education Services

Creating a Quality Assurance Framework for Polytechnics in Indonesia

• Academics from four state polytechnics will learn more about quality assurance framework and strategic planning through workshops conducted in Singapore and Indonesia. The training will assist the 40 participants to better manage their institutions based on international best practices. The training courses include talent management, organisational processes and resource allocation.

Main Partners

INDONESIA
Electronic Engineering Polytechnic Institute of Surabaya
State Polytechnic of Makassar
Manufacture Engineering Polytechnic of Bandung
State Polytechnic of Sriwijaya

SINGAPORE
Singapore Polytechnic

Developing a “Conceive, Design, Implement, and Operate” Framework for Engineering Education in Indonesia

• The University of Muhammadiyah Surakarta and University of Muhammadiyah Yogyakarta will learn to adopt the Conceive, Design, Implement and Operate (CDIO) framework to transform their teaching and learning approach in the field of science and technology. Over two years, workshops will be held to train 70 participants in curriculum planning and designing of learning experiences, as well as new approaches to engineering assessments that are relevant to industry practices.

Main Partners

INDONESIA
University of Muhammadiyah Surakarta
University of Muhammadiyah Yogyakarta

SINGAPORE
Singapore Polytechnic
Enhancing Leadership Development and Pedagogy Training in Lao PDR

- Temasek Foundation is supporting its first TVET programme in Lao PDR that will focus on leadership training, and pedagogy and technical curriculum. Some 120 TVET leaders and trainers will undergo training to help enhance the overall national plan in managing TVET institutions and upgrading the competencies of TVET trainers in the country.

Main Partners

LAO PDR
Technical and Vocational Education Department, Ministry of Education and Sports

SINGAPORE
Institute of Education (ITE) Education Services

"It is timely to introduce CDIO as it will be useful in producing future engineering graduates, who are relevant to the industry, especially with the enactment of the ASEAN Economic Community."

PROFESSOR BAMBANG CIPTO, RECTOR
University of Muhammadiyah Yogyakarta
Programme Partner for the “Conceive, Design, Implement, and Operate” Framework for Engineering Education Training Programme in Indonesia
Implementing a “Conceive, Design, Implement and Operate (CDIO)” Workshop for Regional TVET Specialists

- From 18 to 20 March 2013, some 120 TVET specialists attended a three-day workshop in Singapore on the engineering framework of “Conceive, Design, Implement and Operate” (CDIO). The programme attracted educators from various education ministries, universities and polytechnics in Asia, including Brunei, China, Indonesia, Malaysia, the Philippines, Thailand and Viet Nam. The educators will utilise the CDIO framework to develop capabilities of their respective colleagues who are policy leaders and engineering specialists to improve existing frameworks for engineering education in their countries.

Main Partners

- TVET institutions from Asia
- SINGAPORE
  Singapore Polytechnic

Establishing a Skills Development Framework for Workforce Training in Myanmar

- Since July 2012, officials from Myanmar’s National Skill Standard Authority have started training to develop its national skills development framework. Participants will learn to identify and address current and future manpower training needs, so as to develop a framework for training programmes and certification standards across various industries in Myanmar.

Main Partners

- MYANMAR
  National Skill Standard Authority
  Ministry of Labour, Employment and Social Security
- SINGAPORE
  Singapore Polytechnic

Training in Workforce Development for Senior Officials in Myanmar

- Some 120 senior TVET officials will learn to develop policies and systems that can better regulate, monitor, and assess vocational training. The training will also cover certification standards for TVET training in all nationally approved training centres in Myanmar. A selected group will be trained as specialist master trainers for further training in curriculum design, and they will share their learning with officials from various ministries and professional bodies in Myanmar.

Main Partners

- MYANMAR
  Ministry of Labour, Employment and Social Security
- SINGAPORE
  Singapore Polytechnic
Improving Pedagogy and Curriculum Development in Myanmar

• TVET instructors in Myanmar are poised to develop their pedagogy skills for competency-based curriculum for vocational education. There will be 80 TVET instructors participating in the two-year programme.

Main Partners

MYANMAR
Ministry of Labour, Employment and Social Security
SINGAPORE
Institute of Education (ITE) Education Services

Developing Pedagogy and Curriculum for the Hospitality, Info-communication and Construction Industries in Sri Lanka

• Lead trainers under the Vocational Training Authority of Sri Lanka have begun learning how to apply a “Problem-Based Learning” framework to the TVET pedagogy and curriculum training for the hospitality, info-communication and construction sectors in Sri Lanka.

• The participants will share their learning experiences with another 120 trainers, and work together to redesign learning activities and facilitate classroom learning for their students.

Main Partners

SRI LANKA
Ministry of Youth Affairs and Skills Development Vocational Training Authority of Sri Lanka
SINGAPORE
Republic Polytechnic

Enhancing Leadership and Management Development in the Philippines

• In 2010, Temasek Foundation supported its first TVET programme in the Philippines to upgrade the overall quality of TVET leaders and trainers to support the implementation of a national trainers’ qualification framework.

• To complement the first programme, a new training initiative will help build the capability of regional, provincial and district TVET directors on leadership skills, and the management of TVET institutions.

Main Partners

THE PHILIPPINES
Technical Education and Skills Development Authority
SINGAPORE
Institute of Education (ITE) Education Services

Developing a “Conceive, Design, Implement, and Operate” Framework for Engineering Education in Thailand

• Workshops on the Conceive, Design, Implement, and Operate (CDIO) framework for implementing engineering pedagogy will be conducted for 100 university faculty in Thailand.

• Twenty five participants will be selected to be specialists and implement the CDIO Teaching and Learning framework at their respective universities.

Main Partners

THAILAND
Chulalongkorn University
Rajamangala University of Technology Thanyaburi
Rajamangala University of Technology Krungthep
Rajamangala University of Technology Lanna
SINGAPORE
Singapore Polytechnic

This sharing of experiences by conducting training in new technology will help to contribute to the economy by producing a competent workforce that meets the national competency standards.

COL. DARSHANA RATNAYAKE
Chairman, Vocational Training of Authority of Sri Lanka Programme Partner for the Technical and Vocational Education and Training Pedagogy and Curriculum Programme in Sri Lanka
BUILDING CAPABILITIES IN EDUCATION

Enhancing Curriculum Design, Development and Assessment for Specialists in Thailand

- In 2009, Temasek Foundation worked with the Office of Vocational Education Commission to train their TVET leaders on transforming the current system of individual vocational colleges in Thailand into clusters of national institutes for greater efficiency in leadership and management of the institutes, and the effective delivery of TVET courses.
- To complement the first programme, a group of 100 TVET specialists will participate in a training-of-trainers programme in curriculum and assessment skills for vocational training.

Main Partners

THAILAND
Office of Vocational Education Commission, Ministry of Education

SINGAPORE
Institute of Education (ITE) Education Services

Developing a “Conceive, Design, Implement, and Operate” Framework for Engineering Education in Vietnam

- Faculty members from Vietnam’s University of Science will undergo training to better understand how to apply the Conceive Design, Implement, and Operate (CDIO) framework to the teaching and learning in engineering education.
- The programme will enable the participants to design an integrated curriculum; conceive and design products and systems; and design experiential learning experiences.

Main Partners

VIET NAM
University of Science

SINGAPORE
Singapore Polytechnic

English Language Capability

Improving the teaching and learning of English Language for teacher-trainers in public schools and colleges.

PROGRAMME

Developing Curriculum and Materials for English Language Teaching in Schools in Cambodia

- A group of English Language educators in Cambodia have been trained in the principles and models of curriculum development for the English Language syllabus taught in secondary schools.
- Through the programme, the 25 participants have learnt how to revise their current curriculum and teaching materials, and develop sample teaching materials. The new materials will be shared with another 300 educators.

Main Partners

CAMBODIA
Ministry of Education, Youth and Sports

SINGAPORE
SEAMEO Regional Language Centre

Enhancing English Language Training Pedagogy in Myanmar

- To enhance their knowledge and skills in English Language teaching, some 50 university lecturers and teacher-trainers for primary and secondary schools in Myanmar have undergone training to build up their English Language training pedagogy, supervision and trainer skills.
- The participants will develop a set of best practices, standard operating procedures and guidelines for the supervision and professional development of English Language teachers in universities and schools in Myanmar.

Main Partners

MYANMAR
National Centre for English Language, Ministry of Education

SINGAPORE
SEAMEO Regional Language Centre
Educational Leadership & Teacher Training

Leadership, reforms and innovations to improve education standards, policies and management.

**PROGRAMME**

Enhancing Education Capabilities for Assalam Smart School Network in Thailand

- Some 120 school leaders and teachers from the Assalam Smart School Network, a cluster of 40 Islamic schools located in southern Thailand, will be trained in curriculum design in the teaching of English Language and Science, best practices in education, and school governance and management.
- This training will enable them to better educate students in these subjects, and incorporate the strong local traditions.

**Main Partners**

**THAILAND**
Assalam Smart School Network

**SINGAPORE**
Madrasah Al-Itsyad Al-Islamiah Singapore

Research and Training

Building capabilities in rice research and cultivation.

**PROGRAMME**

Building Capabilities of Rice Trainers in Indonesia

- The Indonesian Agency for Agriculture Research and Development has selected 80-100 rice trainers to learn and promote good agricultural practices in its farming community. Field trials for selected rice varieties will also be conducted in 10 locations across Indonesia.
- Another 400-500 rice trainers in Indonesia are expected to benefit from the new practices.

**Main Partners**

**INDONESIA**
Ministry of Agriculture, Indonesia
Indonesian Agency for Agriculture Research and Development

**SINGAPORE**
Temasek Life Sciences Laboratory
BUILDING BRIDGES
BUILDING BRIDGES BETWEEN PEOPLES

GRANTS
FY12/13
$2.9M
TOTAL (SINCE 2007)
$13.9M

PROGRAMMES
FY12/13
4
TOTAL (SINCE 2007)
27
With its size and diversity, Asia is home to many different communities and cultures. Through a greater mutual appreciation of cross-cultural perspectives and experiences, there will be more opportunities for networking and cooperation. To promote connections among peoples in Asia, Temasek Foundation supports a fellowship programme for journalists and academic exchange programmes for student leaders.

Gaining Knowledge. Sharing Values. Creating Opportunities.

Words cannot describe the invaluable experiences I have gained throughout the journey as a TF LEaRN scholar. Through the TF LEaRN programme, I have learnt the importance of maintaining the peace and stability of this promising region through personal relationships with our ASEAN counterparts.

MR NG WEE HAO
Undergraduate, National University of Singapore
TF LEaRN Programme 2013 @ NUS

Student Leaders Exchange

Academic exchange programme for student leaders from top universities in Singapore and Asia.

PROGRAMME

LEaRN : Leadership Enrichment and Regional Networking

- Temasek Foundation partners leading universities in Singapore and across Asia to sponsor student leaders on Leadership Enrichment and Regional Networking (LEaRN) study awards. Aside from academic studies and community service activities, this exchange programme sees students participating in leadership forums and internships. A new activity introduced in 2012 was the Temasek Learning Journey, a one-day programme filled with interactive activities, presentations, and visits, for students to have deeper insights on the work of Temasek Foundation and selected Singapore companies.
BUILDING BRIDGES BETWEEN PEOPLES

Because of the programme, I got to learn more about different cultures and expand my world view through the stories of my fellow scholars. But more than that, I got the opportunity to really spend time and become close, personal friends with them. The best part of all of this is that I know that these friendships that I made did not end along with my stay in Singapore. Today, I am still in touch with my fellow scholars, and I have no plans to lose touch with any of them anytime soon.

MELISSA ANNE GO
Undergraduate, Ateneo de Manila University, the Philippines
TF LEaRN Programme 2013 @ SMU

1. TF LEaRN 2013 @ National University of Singapore

- Participated by 100 student leaders from Singapore and regional universities

2. TF LEaRN 2012 & 2013 @ Singapore Management University

- Participated by 32 (in 2012) and 44 (in 2013) student leaders from Singapore and regional universities

Main Partners

Participating universities across Asia

SINGAPORE
National University of Singapore
Singapore Management University

Journalism Fellowship

A three-month regional fellowship programme for mid-career journalists to hone their skills and build bonds of friendship, respect and understanding across cultures

PROGRAMME

Asia Journalism Fellowship 2013

- This main programme is a fellowship programme for 17 Asian journalists to pursue research projects, sharpen their professional skills through workshops and seminars, deepen their understanding of latest trends in media and communication, and broaden their outlook on international affairs.

- Also at the Temasek Foundation Asia Journalism Forum 2013 held in Singapore on 21-22 March 2013, distinguished academics and journalists discussed issues and challenges related to the forum’s theme - China’s Rise and the Future of Asia.

AJF Connect 2013

- The Asia Journalism Fellowship celebrated its fifth year with the first-ever AJF Connect on 25-28 April 2013. Fifty past and present Fellows from the 2009 to 2013 cohorts came together to participate in seminars, rekindle friendships, and network with fellow journalists.

Main Partners

Supporting regional media agencies

SINGAPORE
Wee Kim Wee School of Communication and Information, Nanyang Technological University, Singapore
AJF is a good opportunity for Asian journalists to come together and understand the currents of Asian journalism. AJF has helped to build network of reporters all over the Asia. Of course, it has broadened my horizon and strengthened my understanding of journalism. It has given me a new breath of knowledge, intellectual tools and a fresh outlook of life as a journalist.

**Mr. Krishna Adhi Kari**
Senior Editor, National News Agency, Nepal  
Asia Journalism Fellowship 2013

What I learnt from the fellowship programme is the important of mass communication and media management in a country. The connections I have made through AJF have been valuable for me to learn more about the political systems in Asian countries. These experiences are helpful to my profession, my confidence as well as my nation’s development.

**Minh Zaw Oo**
Business Editor, The Trade Times, Myanmar  
Asia Journalism Fellowship 2013
BUILDING INSTITUTIONS
BUILDING INSTITUTIONS OF EXCELLENCE

GRANTS
FY12/13
$5.0M
TOTAL (SINCE 2007)
$21.9M

PROGRAMMES
FY12/13
10
TOTAL (SINCE 2007)
35
Institutions of governance, regulatory frameworks and public policy constitute the macro-systems that help foster the right environment for economic growth and development. Temasek Foundation funds expertise organisations to develop and run programmes that share best practices and model systems for policy makers, leaders and professionals, who can apply the knowledge to address urban governance, public policy and public administration challenges in their respective communities.

China’s urban development has entered an important phase, and as the pace of urbanisation picks up, cities in China are increasingly looking at how to build liveable and sustainable cities. The National Development Reform Commission is in charge of China’s five-year plan, and we hope this programme will help both sides to learn from each other the challenges and strategies in urban management, and as a result, contribute to a more sustainable urban development in our cities.

MR KHOO TENG CHYE
Executive Director, Centre for Liveable Cities
Programme Partner for the Temasek Foundation Urban Management Leaders Programme, China

Urban Management and Planning
Training public sector leaders in city management and planning.

**PROGRAMME**

Temasek Foundation Urban Management Leaders Programme, China

- Some 90 senior government officials will learn to develop policies in urban development and management and to draft strategic urban development plans for China. The delegation will discuss issues and common challenges such as water management, job creation and housing, and develop action plans to address challenges in developing high-density, yet liveable cities.

**Main Partners**

CHINA
National Development and Reform Commission

SINGAPORE
Centre for Liveable Cities
Building Capabilities in Water Management Through Recycle and Reuse Methodologies in Bangalore, India

• Key officials from the Bangalore Water Supply and Sewerage Board have undergone water management training in using recycling and reuse methods to increase alternate sources of water in Bangalore. With a better understanding of an integrated waste water management and water supply framework, the officials will develop policy actions needed to meet the long-term water needs of the city.

Main Partners
INDIA
Bangalore Water Supply and Sewerage Board
SINGAPORE
Singapore Cooperation Enterprise

Developing Urban Management and Planning Capabilities for the city of Ulhasnagar in Greater Mumbai, India

• Some 60 senior urban planning policy-leaders and urban planning specialists from the Ulhasnagar Municipal Corporation have begun to review and draft development plans to guide the urban and physical development of the city of Ulhasnagar. Ulhasnagar, a growing economic centre, is one of eight major cities in the Mumbai Metropolitan Region.

Main Partners
INDIA
Ulhasnagar Municipal Corporation
SINGAPORE
Urban Redevelopment Authority
Temasek Foundation Urban Management Leaders Programme in Quezon City, the Philippines

• Senior public officers and city councillors from Quezon City, the largest and most populous city in Metro Manila, aim to draw lessons from Singapore’s experience in applying an integrated approach in managing complex urban problems. This will help address the urban governance challenges they face in their city.

Main Partners

THE PHILIPPINES
The Local Government of Quezon City

SINGAPORE
Centre for Liveable Cities

Public Administration

Enhancing capabilities in leadership, governance and public policy and administration.

Developing InfoComm Technology Manpower and Expertise in Bhutan

• To tap the use of infocomm technology (ICT) to boost national development, some 400 Bhutan officials have been trained on a leadership capability building programme in e-Government policies. The programme will assist the officials to develop an e-Government Master Plan and an industry development roadmap for Bhutan.

Main Partners

BHUTAN
Ministry of Information and Communications

SINGAPORE
Infocomm Development Authority of Singapore

Improving Governance and Public Administration in Jilin, China

• The State Council of Jilin Province, which oversees the manpower development and training of all its public officials, will select senior public officials to understudy Singapore’s best practices in governance and public administration. Some 125 officials will participate in the programme to explore new concepts and experiences to enhance the quality of governance and public administration in Jilin. To multiply the benefits of the programme, the participants will share their insights of Singapore’s governance system with at least 500 other colleagues.

Main Partners

CHINA
State Council of Jilin Province

SINGAPORE
Nanyang Centre for Public Administration, College of Humanities and Social Sciences, Nanyang Technological University
BUILDING INSTITUTIONS OF EXCELLENCE

Temasek Foundation Governance and Public Administration Programme for Senior Public Officials

- The first Temasek Foundation Governance & Public Administration Programme for Senior Public Officials was held from 19 – 28 November 2012. The eight-day executive training programme provided a platform for 32 senior public sector officials from 10 countries to discuss issues and share experiences related to governance and public administration. Some of the issues discussed were Public Sector Reform, Human Resources, Economic Development and Education.

Main Partners

Public Government Agencies from Asia

SINGAPORE
Civil Service College

Strengthening Public Administration and Governance in Banking Supervision and Monetary Policy Management for Central Banks in Asia

- The Monetary Authority of Singapore will share its expertise and experiences in central banking, and financial regulation and supervision with 189 Central Bank officials from Cambodia, Lao PDR, Myanmar and Viet Nam. The two-year programme will assist the banking officials to adapt relevant best practices for their respective central banks. The programme will also provide an opportunity for the participants to share experiences and exchange views on topics such as banking supervision, monetary policy management, and macro-economic prudential surveillance.

Main Partners

National Bank of Cambodia
Bank of Lao PDR
Central Bank of Myanmar
State Bank of Viet Nam

SINGAPORE
Monetary Authority of Singapore
Enhancing Knowledge of and Skills for Productivity Management in the Philippines

• In a bid to hasten their national productivity manpower development plans, some 120 officials from the Philippines will learn how to customise Singapore’s productivity management model to the Philippines context. To put their training to the test, the participating organisations will also implement projects to promote new productivity schemes, measurement systems, and manpower development.

Main Partners

THE PHILIPPINES
National Wages and Productivity Commission, Department of Labour and Employment

SINGAPORE
Nanyang Polytechnic International

Developing Public Sector Capabilities of Public Officials in Viet Nam

• Some 100 senior leaders and trainers from the Ho Chi Minh National Academy of Politics and Public Administration, located in Ha Noi, have completed their training on best practices in public policy, administration and governance, based on Singapore’s experience. This will enable them to better manage governance and public administration challenges in Viet Nam.

Main Partners

VIET NAM
Ho Chi Minh National Academy of Politics and Public Administration (under Programme 165 Initiative of the Government of Viet Nam)

SINGAPORE
Nanyang Centre for Public Administration, College of Humanities and Social Sciences, Nanyang Technological University

“Participants have found the programme very useful and effective. They are able to apply what they have learnt from Singapore in their work. In fact, the second batch of participants from Vietnam General Confederation of Labour (VGCL) reported that they started a new project to build about 1,700 blocks of affordable housing for workers which will benefit more than 8,000 workers and their families. This project was conceived and conceptualised based on Singapore’s experience of building public housing for the populace, in this case, for our union members.”

MR NGUYEN HOA BINH
Vice President of the VGCL Union
Participant of the public policy, administration and governance training programme for Viet Nam officials
REBUILDING LIVES

REBUILDING LIVES AND LIVELIHOODS

GRANTS

FY12/13

$0.46M

TOTAL (SINCE 2007)

$9.1M

PROGRAMMES

FY12/13

1

TOTAL (SINCE 2007)

15
Communities affected by natural disasters will need assistance in relief and recovery efforts and, just as important, in the efforts to rebuild lives and livelihoods. The foundation is committed to supporting these communities through enhancing preparedness and mitigation capabilities, and through providing complementary resources where appropriate.

Potable Water for Communities

Providing communities with access to clean drinking water in the aftermath of natural disasters.

PROGRAMME

Potable Water for Communities Affected by Natural Disasters

• Since May 2008 when Myanmar was struck by Cyclone Nargis, the quality of safe and drinkable water has been affected, particularly in the Ayeyarwady delta and Yangon region. This programme will involve the construction of tube-wells to provide safe and drinkable water for families in 100 communities. The water will be collected through the construction of deep water tube-wells and stored in concrete tanks for easy distribution. When completed, the project will provide drinkable water on a sustainable basis to some 22,000 households in the Kawmhu and Kungyangon townships in the Yangon area.

Main Partners

MYANMAR
Mingalar Myanmar

SINGAPORE
Singapore Cooperation Enterprise
OUR PARTNERS

DEVELOPING PEOPLE THROUGH HEALTH CARE

Temasek Foundation - Singapore General Hospital Nursing Leaders/Specialists Programme, Shanghai, China

Main Partners:
Ruijin Hospital Group, Shanghai, China
Singapore General Hospital
Singhealth Alice Lee Institute of Advanced Nursing, Singapore

Implementing Partners (China):
Min-Hang District Central Hospital
Ren Ji Hospital
Ruijin Hospital Luwan Branch
Ruijin Hospital (North)
Ruijin-Luwan Healthcare Alliance

Temasek Foundation - Nanyang Polytechnic International Nurses Training Programme with Ministry of Health, Indonesia

Main Partners:
Ministry of Health, Indonesia (Centre of Education and Training of Apparatus & Directorate of Nursing)
Nanyang Polytechnic International, Singapore

Implementing Partners (Indonesia):
Bandung Health Polytechnic, Bandung
Bogor Health Training Center, Bogor
Cipto Mangunkusumo General Hospital, Jakarta
Fatmawati General Hospital, Jakarta
Hasan Sadikin General Hospital, Bandung
Jakarta I Health Polytechnic, Jakarta
Jakarta II Health Polytechnic, Jakarta
Kariadi Hospital, Semarang
Maekassar Health Polytechnic, Makassar
Sarjito General Hospital, Yogyakarta
Surabaya Health Polytechnic, Surabaya
Wahidin Sudiro Husodo General Hospital, Makassar

Temasek Foundation-Ngee Ann Polytechnic Nursing Leaders/Specialists Programme in Indonesia

Main Partners:
Muhammadiyah, Indonesia
Ngee Ann Polytechnic, Singapore

Implementing Partners (Indonesia):
PKU Muhammadiyah Bantul
PKU Muhammadiyah Gombong
PKU Muhammadiyah Hospital, Semarang
PKU Muhammadiyah Hospital, Yogyakarta
Stikes Aisyiyah Yogyakarta
Stikes Muhammadiyah, Gombong
University of Muhammadiyah, Jakarta
University of Muhammadiyah, Semarang
University of Muhammadiyah, Yogyakarta

Temasek Foundation-Tan Tock Seng Hospital Nursing Specialists Programme, Thailand

Main Partners:
Office of Her Royal Highness Princess Maha Chakri Sirindhorn, Thailand
King Chulalongkorn Memorial Hospital, Thailand
Mahidol University Faculty of Nursing, Thailand
Siriraj Hospital, Thailand
Thai Red Cross College of Nursing
Tan Tock Seng Hospital, Singapore
School of Health Sciences (Nursing), Nanyang Polytechnic, Singapore

Temasek Foundation-National University of Singapore Saw Swee Hock School of Public Health, Public Health Care (Community Health) for Leaders and Specialists in Asia

Main Partners:
State public health universities in Cambodia, Lao PDR, Thailand and Myanmar
Saw Swee Hock School of Public Health, National University of Singapore

Temasek Foundation – KK Women’s and Children’s Hospital (KKH) Health Care Specialist Programme, Myanmar

Main Partners:
Yangon Children’s Hospital, Myanmar
550-bedded Yankin Children’s Hospital, Yangon, Myanmar
300-bedded Children’s Hospital, Mandalay, Myanmar
550-bedded Children’s Hospital, Mandalay, Myanmar
KK Women’s and Children’s Hospital, Singapore

Temasek Foundation – Singapore International Foundation Health Care for Leaders/Specialists Programme in Sri Lanka

Main Partners:
Ministry of Health (National Health System), Sri Lanka
University of Colombo, Sri Lanka
Singapore International Foundation

Temasek Foundation-Institute of Technical Education (ITE) Education Services Technical and Vocational Education and Training Programme in Wuhan, Hubei Province, China

Main Partners:
Wuhan Education Bureau, Hubei Province, China
Institute of Technical Education (ITE) Education Services, Singapore

Implementing Partners (China):
Huangpi Vocational & Technical School of Wuhan
Senior Vocational School of Wuhan City
Wuhan Academy of Educational Science
Wuhan City Supply and Marketing Business School
Wuhan Dongxihu Vocational-Technical School
Wuhan Electrical Engineering School
Wuhan Finance and Trade Vocational School
Wuhan Finance School
Wuhan Instrument and Electronic Technical School
Wuhan Municipal Arts School
Wuhan Municipal Education Bureau
Wuhan No.1 Commercial School
Wuhan No.1 Vocational Education Center
Wuhan No.2 Commercial School
Wuhan No.2 Light Industry School
Wuhan No.3 Light Industry School
Wuhan Traffic Transportation School
DEVELOPING PEOPLE THROUGH EDUCATION

Temasek Foundation – Institute of Technical Education (ITE) Education Services Technical and Vocational Education and Training Programme for the Establishment of a World Class Skills Centre in the National Capital Territory of Delhi, India

Main Partners:
Department of Technical Training and Education, Government of National Capital Territory of Delhi, India
Institute of Technical Education (ITE) Education Services, Singapore

Implementing Partner (India):
World Class Skills Centre, New Delhi

Temasek Foundation – Singapore Polytechnic Programme in Institution Quality Assurance Framework and Strategic Planning for Polytechnics, Indonesia

Main Partners:
Electronic Engineering Polytechnic Institute of Surabaya
Manufacture Engineering Polytechnic of Bandung
State Polytechnic of Makassar
State Polytechnic of Sriwijaya
Singapore Polytechnic

Temasek Foundation-Singapore Polytechnic TVET Specialists Programme for Muhammadiyah, Indonesia

Main Partners:
University of Muhammadiyah Surakarta, Indonesia
University of Muhammadiyah Yogyakarta, Indonesia
Singapore Polytechnic

Temasek Foundation – Institute of Technical Education (ITE) Education Services Technical and Vocational Education and Training Programme for Leaders and Trainers in Lao People’s Democratic Republic (PDR)

Main Partners:
Technical and Vocational Education Department, Ministry of Education and Sports, Lao PDR
Institute of Technical Education (ITE) Education Services, Singapore

Implementing Partners (Lao PDR):
Attapue Technical & Vocational School
Bokeo Technical & Vocational School
Bolikhamsay Agriculture-Forestry College
Champasak Technical & Vocational College
Dongkhamxang Agriculture Technical School
Education Quality Assurance Centre
Integrated Vocational Education and Training System of Houaphan Province
Integrated Vocational Education and Training System of Louangnamtha Province
Integrated Vocational Education and Training System of Oudomxay Province
Integrated Vocational Education and Training System of Phongsali Province
Integrated Vocational Education and Training System of Sekong Province
Integrated Vocational Education and Training System of Xayabury Province

Integrated Vocational Education and Training System of Xiengkhouang Province
Khammouane Technical & Vocational School
Lao-Korean Vocational Training Centre, Ministry of Labour and Social Welfare
Lao Youth Union
Luang Prabang Technical & Vocational School
Ministry of Labour and Social Welfare
Pakpasak Technical College
Polytechnic College (Vientiane Capital)
Savannakhet Technical & Vocational School
Technical College of Vientiane Province
Vientiane-Hanoi Friendship Vocational School
Vientiane Province Technical College
Vocational Education Development Centre

Temasek Foundation – Singapore Polytechnic Technical and Vocational Education and Training for Leaders and Specialists (Multi-Country)

Main Partners:
Singapore Polytechnic

Implementing Partners:
(Brunei)
Institut Teknologi Brunei
Ministry of Education, Brunei
Politeknik Brunei
Universiti Brunei Darussalam
(China)
Beijing Jiaotong University
Chengdu University of Information Technology
Guangdong University of Petrochemical Technology
Harbin Railway Technical College
Hebei University of Engineering
Heilongjiang College of Construction
Heilongjiang Polytechnic
Heilongjiang Vocational College of Biology Science And Technology
Shantou University
Yanshan University
(Indonesia)
Coordinating Office for Private Higher Education Institutions, Region Yogyakarta
Directorate General of Higher Education, Ministry of Education and Culture
Universitas Ahmad Dahlan
Universitas Muhammadiyah Jakarta
Universitas Muhammadiyah Surabaya
Universitas Muhammadiyah Surakarta
Universitas Muhammadiyah Yogyakarta
(Malaysia)
Universiti Teknologi MARA
Universiti Teknologi Malaysia
(Philippines)
Ifugao State University, Philippines
Mindanao University of Science and Technology
Philippine Association of State Universities and Colleges
Temasek Foundation – Singapore Polytechnic Technical and Vocational Education and Training for Leaders and Specialists (Multi-Country) (continued)

(Thailand)
Chulalongkorn University
Office of Higher Education Commission
Office of Vocational Education Commission
Rajamangala University of Technology Thammasat
Suranaree Technical College
Thammasat University
Udon Thani Technical College

(Viet Nam)
Duy Tan University
Financing and Promoting Technology University
National College of Education, Ho Chi Minh City
Ton Duc Thang University
University of Economics and Law of Ho Chi Minh City, Vietnam National University - Ho Chi Minh
University of Information Technology, Vietnam
University of Science, Vietnam National University - Ho Chi Minh
University of Social Sciences and Humanities, Hanoi, Vietnam
Vietnam National University, Ho Chi Minh City
Vietnam National University, Hanoi
University of Technology, Vietnam

Temasek Foundation - Singapore Polytechnic Enhancement of Quality Assurance Framework and Workforce Development Framework for the Ministry of Labour, Myanmar

Main Partners:
National Skill Standard Authority,
Ministry of Labour, Employment and Social Security, Myanmar
Singapore Polytechnic

Implementing Partners (Myanmar):
Ministry of Construction
Ministry of Cooperatives
Ministry of Hotel and Tourism
Ministry of Industry
Ministry of Progress of Borders Area and National Races
Ministry of Railway
Ministry of Science and Technology
Ministry of Transport
Myanmar Engineering Society
Myanmar Industrial Association
Myanmar Timber Entrepreneurship Association

Temasek Foundation-Institute of Technical Education (ITE) Education Services Technical and Vocational Education and Training Specialists Programme in Myanmar

Main Partners:
National Skill Standard Authority, Ministry of Labour, Employment and Social Security, Myanmar
Singapore Polytechnic

Implementing Partners (Myanmar):
Ministry of Construction
Ministry of Cooperatives
Ministry of Hotel and Tourism
Ministry of Industry
Ministry of Progress of Borders Area and National Races
Ministry of Railway
Ministry of Science and Technology
Ministry of Transport
Myanmar Engineering Society
Myanmar Industrial Association
Myanmar Timber Entrepreneurship Association
Temasek Foundation-Institute of Technical Education (ITE) Education Services TVET for Leaders Programme, Philippines

**Main Partners:**
Technical Education and Skills Development Authority (TESDA), Philippines
Institute of Technical Education (ITE) Education Services, Singapore

**Implementing Partners (Philippines):**
District Office Muntiparlastapat, TESDA-National Capital Region
District Office Pampangga, TESDA Region III
Provincial Office, Quezon, TESDA Region IV-A
Provincial Office, Zamboanga Sibugay, TESDA Region IX
TESDA Autonomous Region in Muslim Mindanao
TESDA Caraga
TESDA Central Office
TESDA-National Capital Region
TESDA Region I
TESDA Region II
TESDA Region III
TESDA Region IV-A (Calabarzon)
TESDA Region IV-B
TESDA Region V
TESDA Region VI
TESDA Region VII
TESDA Region IX
TESDA Region X
TESDA Region XI
TESDA Region XII


**Main Partners:**
Ministry of Youth Affairs and Skills Development, Sri Lanka
Vocational Training Authority of Sri Lanka
Republic Polytechnic, Singapore

Temasek Foundation – Singapore Polytechnic Programme in Conceive, Design, Implement, and Operate Framework for Re-Thinking Engineering Education with the University of Science, Viet Nam

**Main Partners:**
Ho Chi Minh City University of Science, Viet Nam National University, Viet Nam
Singapore Polytechnic

**Implementing Partners (Viet Nam):**
Duy Tan University
Ho Chi Minh City University of Science, Viet Nam National University
Ho Chi Minh University of Foreign Languages and Information Technology
Ho Chi Minh University of Pedagogy
University of Economics and Law
University of Information Technology
University of Social Sciences and Humanities

Temasek Foundation - Southeast Asian Ministers of Education Organization Regional Language Centre Capability-Building Programme in Curriculum and Materials Development for Teaching English in Secondary Schools in Cambodia

**Main Partners:**
Ministry of Education, Youth and Sport, Cambodia
Southeast Asian Ministers of Education Organization Regional Language Centre, Singapore
OUR PARTNERS

Temasek Foundation - Southeast Asian Ministers of Education Organization Regional Language Centre English in Schools Leaders and Specialists Programme, Myanmar

Main Partners:
National Centre for English Language, Ministry of Education, Myanmar
Southeast Asian Ministers of Education Organization Regional Language Centre, Singapore

Implementing Partners (Myanmar):
Banmaw University
East Yangon University
Hinthada University
Magway University
Mandalay University
Maubin University
Meiktila University
Pakokku University
Taungoo University
University of Distance Education
University of Mandalay
Yadanabon University
Yangon Institute of Economics
Yangon University
Yangon University of Foreign Languages

Temasek Foundation - Madrasah Al-Irsyad Al-Islamiah Singapore (MAIS) Education (Islamic Schools) Leaders and Specialists Programme, Thailand

Main Partners:
Assalam Smart School Network, Thailand
Madrasah Al-Irsyad Al-Islamiah Singapore

Implementing Partners (Thailand):
Alawiyyahwittaya School
Anubanmuslimsatol School
Asasuddin School
Assalihiyah Foundation School
Bumrung Islam Pattalung School
Bumrung Islam School
Chanya Islam, Narathiwat
Darul-ulum Nibongbaru Primary School
Darul-ulum Nibongbaru School
Darussalam School
Hatayiwaitayakarn School
Islahiyah School
Islambachoh Primary
Islamwittayanugera School
Jongraksatwittaya School
Kam Pee Wittya
Lamplaisarnwittaya School
Muslim Pattanasat School
Muslimsuksa School
Nida’svaksasart School
Nuruddin Foundation School
Pattanasartwittaya Katabaru School
Pattanasartwittaya Nakornsrihammarat
Pattanasart School
Prathipsart Ismaill Anusorn School
Salihiyah School
Samartdiwittaya School
Sarntiwittaya School
Satthatham School
Sattha Pittay School
Seangprathipwittaya Foundation School
Seangthamwittaya School
Srifandabar School
Sukansartwittaya School
Tarbiah Islamiah School
Tarbiyatulwaton School
Tariq Pittayapat School
Thammasartwittaya School
Udomsart School
WityaPanya School

Temasek Foundation – Temasek Life Sciences Laboratory Capability Building Programme for Rice Trainers in Indonesia

Main Partners:
Indonesian Agency for Agriculture Research and Development, Ministry of Agriculture, Indonesia
Temasek Life Sciences Laboratory

Implementing Partners (Indonesia):
Assessment Institute for Agricultural Technology
Indonesian Centre for Agricultural Technology Assessment and Development
Indonesian Centre for Rice Research

BUILDING BRIDGES BETWEEN PEOPLES

Temasek Foundation Leadership Enrichment and Regional Networking (LEaRN) Programme 2013 @ National University of Singapore

Main Partner:
National University of Singapore

Implementing Partners:
(Brunei Darussalam)
Universiti Brunei Darussalam

(Cambodia)
Royal University of Phnom Penh

(China)
Fudan University
Huazhong University of Science & Technology
Nanjing University
Nankai University
Peking University
Shandong University
Shanghai Jiaotong University
Sichuan University
Sun Yat-sen University
Tsinghua University
Wuhan University
Xian Jiaotong University
Xiamen University
Zhejiang University

(Hong Kong)
Chinese University of Hong Kong
City University of Hong Kong
University of Hong Kong
Hong Kong University of Science & Technology
Temasek Foundation Leadership Enrichment and Regional Networking (LEaRN) Programme 2013 @ National University of Singapore (continued)

(India)
Hindu College
Indian Institute of Technology Bombay (Mumbai)
Indian Institute of Technology Guwahati
Indian Institute of Technology Kanpur
Indian Institute of Technology Kharagpur
Indian Institute of Technology Madras
Indian Institute of Technology Roorkee
Lady Shri Ram College for Women
The National Law School of India University

(Indonesia)
Universitas Airlangga
Universitas Gadjah Mada
Universitas Indonesia
University of Pelita Harapan
Institut Teknologi Bandung

(Japan)
Keio University
Kyoto University
Kyushu University
Tohoku University
Tokyo Institute of Technology
Tokyo University
Waseda University

(Lao PDR)
National University of Laos

(Malaysia)
Universiti Malaya
Universiti Kebangsaan Malaysia
Universiti Putra Malaysia
University Sains Malaysia

(Myanmar)
Institute of Economics
University of Yangon

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

(South Korea)
Seoul National University
Korea University
Korea Advanced Institute of Science and Technology

(Taiwan)
National Cheng Kung University
National Taiwan University
National Chiao Tung University

(Thailand)
Burapha University
Chiangmai University
Chulalongkorn University
Khon Kaen University
Mahidol University
Thammasat University

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

Temasek Foundation Leadership Enrichment and Regional Networking (LEaRN) Programme 2012 @ Singapore Management University

Main Partners:
Singapore Management University

Implementing Partners:

(China)
Fudan University
Nankai University
Peking University
Shanghai Jiao Tong University
Wuhan University

(India)
NALSAR University of Law
National Law School of India University

(Japan)
Ritsumeikan Asia Pacific University

(Philippines)
Ateneo de Manila University
De La Salle University

(South Korea)
Ewha Womans University
Ritsumeikan Asia Pacific University
Seoul National University

(Thailand)
Chulalongkorn University

Temasek Foundation Leadership Enrichment and Regional Networking (LEaRN) Programme 2013 @ Singapore Management University

Main Partners:
Singapore Management University

Implementing Partners:

(China)
Fudan University
Peking University
Shanghai Jiao Tong University
Wuhan University

(Hong Kong)
City University of Hong Kong
OUR PARTNERS

Temasek Foundation Leadership Enrichment and Regional Networking (LeaRN) Programme 2013 @ Singapore Management University (continued)

(India)
NALSAR University of Law
National Law School of India University

(Philippines)
Ateneo de Manila University
De La Salle University

(South Korea)
Ewha Womans University
Korea University

(Thailand)
Chulalongkorn University
Thammasat University

Temasek Foundation - Nanyang Technological University: Asia Journalism Fellowship Programme 2013

Main Partner:
Wee Kim Wee School of Communication and Information, Nanyang Technological University, Singapore

Implementing Partners:
(Bangladesh)
The Daily Star

(Bhutan)
Bhutan Observer

(China)
Development and Research Center of State Council
Phoenix Satellite Television Co Ltd

(India)
The Times of India
The Telegraph

(Indonesia)
Berita Satu TV
Tribun Kaltim

(Malaysia)
The Sun

(Myanmar)
The Trade Times

(Nepal)
National News Agency (RSS)

(Philippines)
ABS-CBN Corporation

(Singapore)
Singapore Press Holdings

(Sri Lanka)
Independent Television Network

(Thailand)
Thai Public Broadcasting Service

(Viet Nam)
VietNamNet Newspaper

BUILDING INSTITUTIONS OF EXCELLENCE THROUGH GOVERNANCE AND ETHICS

Temasek Foundation Urban Management Leaders Programme - China

Main Partners:
National Development and Reform Commission, China
Centre for Liveable Cities, Singapore

Implementing Partners (China):
Anhui Development and Reform Commission
Beijing Development and Reform Commission
Changchun Development and Reform Commission, Jilin Province
Chengdu Development and Reform Commission, Sichuan Province
China Center for Urban Development
Chongqing Development and Reform Commission
Fuzhou Development and Reform Commission, Fujian Province
Gansu Development and Reform Commission
Guangdong Communist Youth League, Maoming Committee
Guangdong Development and Reform Commission
Guangxi Development and Reform Commission
Guangzhou Development and Reform Commission
Guizhou Development and Reform Commission
Harbin Development and Reform Commission, Heilongjiang Province
Hebei Development and Reform Commission
Henan Development and Reform Commission
Heilongjiang Development and Reform Commission
Hubei Development and Reform Commission
 Hunan Development and Reform Commission
Inner Mongolia Development and Reform Commission
Jinan Development and Reform Commission, Shandong Province
Jiangsu Development and Reform Commission
Liaoning Development and Reform Commission
Linyi Development and Reform Commission, Shandong Province
Ministry of Housing and Urban-Rural Development
Municipal Commission of Housing and Urban-Rural Development, Zhoushan City, Zhejiang Province
National Ministry of Finance Development
National Ministry of Land and Resources
Ningbo Development and Reform Commission, Zhejiang Province
Ningsia Development and Reform Commission
Qingdao Development and Reform Commission, Shandong Province
Qinghai Development and Reform Commission
Shandong Development and Reform Commission
Shanxi Development and Reform Commission
Shanghai Development and Reform Commission
Shenyang Development and Reform Commission, Liaoning Province
Shenzhen Development and Reform Commission, Guangdong Province
Sichuan Development and Reform Commission
Temasek Foundation Urban Management Leaders Programme - China (continued)

State Information Center
Taizhou Development and Reform Commission, Zhejiang Province
Tibet Development and Reform Commission
Ulanqab Development and Reform Commission, Inner Mongolia Province
Wuhan Development and Reform Commission, Hubei Province
Xiamen Development and Reform Commission, Fujian Province
X’ian Development and Reform Commission, Shanxi Province
Xinjiang Development and Reform Commission
Xinjiang Production and Construction Corps Development and Reform Commission
Xinxiang Development and Reform Commission, Henan Province
Yunnan Development and Reform Commission
Zhejiang Development and Reform Commission

Temasek Foundation - Civil Service College Governance and Public Administration Programme for Senior Public Officials

Main Partners:
Civil Service College, Singapore

Implementing Partners:
(Bangladesh)
Civil Aviation Authority Bangladesh

(Cambodia)
Royal School of Administration

(China)
Chinese Academy of Governance

(Indonesia)
Cabinet Secretariat

(Kyrgyzstan)
Office of the Prime Minister

(Malaysia)
Institute of Teacher Education
Ministry of Education

(Maldives)
Civil Service Commission

(Sri Lanka)
Colombo Municipal Council
Dehiwala Mount Lavinia Municipal Council
Prime Minister’s Office

(Uzbekistan)
Academy of Public Administration under the Office of the President of Uzbekistan

(Viet Nam)
Regional Academy of Politics & Public Administration

Temasek Foundation – Singapore Cooperation Enterprise Programme to Develop Capabilities for Alternate Sources of Water Through Recycle and Reuse of Treated Waste Water in V Valley for Bangalore Water Supply and Sewerage Board, India

Main Partners:
Bangalore Water Supply and Sewerage Board, India
Singapore Cooperation Enterprise

Temasek Foundation – Urban Renewal Authorities Singapore, Urban Planning for Policy Leaders in the Ulhasnagar Municipal Corporation, Mumbai Metropolitan Region, India

Main Partners:
Ulhasnagar Municipal Corporation, Mumbai Metropolitan Region, India
Urban Redevelopment Authority, Singapore

Implementing Partners (India):
Ambernath Municipal Council
Centre for Environmental Planning and Technology University, Ahmadabad
City and Industrial Development Corporation
Dombivali Municipal Corporation
Mumbai Metropolitan Region Development Authority
Panvel Municipal Council
Slum Redevelopment Authority, Mumbai
Urban Development Department, State Government of Maharashtra

Temasek Foundation – Centre for Liveable Cities Urban Management Leaders Programme, Quezon City, Philippines

Main Partners:
The Local Government of Quezon City, Philippines
Centre for Liveable Cities, Singapore

Temasek Foundation - InfoComm Development Authority International Public Administration (ICT) Leaders/Specialists Programme in Bhutan

Main Partners:
Ministry of Information and Communications, Bhutan

Implementing Partners (Bhutan):
Ministry of Education
Ministry of Health
Tourism Council of Bhutan
OUR PARTNERS

Temasek Foundation - Nanyang Technological University Governance and Public Administration Programme in Jilin Province, China

Main Partners:
State Council of Jilin Province, China
Nanyang Centre for Public Administration, College of Humanities and Social Sciences, Nanyang Technological University

Implementing partners (China):
Baicheng Normal University
Baishan City Planning Bureau
Baishan City, Jiang Yuan District People’s Government
Changbai Mountain Protection Development Zone
Changchun City Environmental Bureau
Changchun City Planning Bureau
Changchun Finance College
Changchun University
Changchun University of Chinese Medicine
Changchun University of Science Computer Science
Dongliao County People’s Government
Fuyu Municipal People’s Government
Gongzhuling Municipal People’s Government
Jilin Agricultural University
Jilin Architectural and Civil Engineering Institute
Jilin Business and Technology College
Jilin City Construction Committee
Jilin Institute of Chemical Technology
Jilin Institute of Industry Technology
Jilin Institute of Physical Education
Jilin Medical College
Jilin Normal University
Jilin Provincial Communications Department
Jilin Provincial Department of Housing and Urban and Rural Planning Office
Jilin Provincial Party Committee Organization Department
Jilin Railway Vocational and Technology College
Jilin Teachers’ Institute of Engineering and Technology
Jilin University of Finance
Liaoyuan City Audit Bureau
Liaoyuan City Bureau of Housing and Urban
Liaoyuan City Department of Transportation
Liaoyuan City Employment Bureau
Liaoyuan City Finance Bureau
Liaoyuan City Health Bureau
Liaoyuan City Human Social Resources and Social Security Bureau
Liaoyuan City Industry and Information Bureau
Liaoyuan City Labor and Social Security Bureau
Liaoyuan City Organization Department
Liaoyuan City Public Utility Bureau
Liaoyuan City Xi’an District People’s Government
Liaoyuan Economic Development Zone
Liaoyuan Municipal CPC
Liaoyuan Municipal Office
Nong’an County People’s Government
North China University
Northeast Dianli University
Panshi Municipal People’s Government
Siping City Planning Bureau
Songyuan City Ningjiang District People’s Government
Taoran Municipal People’s Government
The Party School of the Community Party of China
Jilin Provincial Committee
Tongyu County People’s Government
Xi’an District People’s Government
Yanbian Autonomous Prefecture Bureau of Housing and Urban
Yanji Municipal People’s Government

Temasek Foundation - Monetary Authority of Singapore Public Administration (Policy & Governance) Leaders/ Specialists Programme in Cambodia, Lao PDR, Myanmar and Viet Nam

Main Partners:
National Bank of Cambodia
Bank of Lao PDR
Central Bank of Myanmar
State Bank of Viet Nam
Monetary Authority of Singapore

Temasek Foundation – Nanyang Polytechnic International Public Administration (Productivity & Standards) Leaders/specialists Programme, Philippines

Main Partners:
National Wages and Productivity Commission, Department of Labour and Employment, Philippines
Nanyang Polytechnic International, Singapore

Implementing Partners (Philippines):
Regional Tripartite Wages and Productivity Boards

Temasek Foundation – Nanyang Technological University Training Programme in Public Policy, Administration and Governance for Senior Officials in Viet Nam

Main Partners:
Monitoring Office of Programme 165, Viet Nam
Nanyang Centre for Public Administration, College of Humanities and Social Sciences, Nanyang Technological University, Singapore

Implementing Partners (Viet Nam):
An Giang Federation of Labor
An Nhon District Party Committee, Binh Dinh Province
Bac Giang Federation of Labor
Bac Ninh Committee for Mass Mobilization
Ben Tre People’s Council
Binh Dinh Federation of Labor
Binh Thuan Provincial National Assembly and People’s Council Office
Ca Mau Federation of Labor
Ca Mau Provincial People’s Committee
Cai Lay District Party Committee, Tien Giang Province
Cao Bang People’s Council
Central Committee for Mass Mobilization
Central Committee of Organization and Personnel
Central Committee of Vietnam Fatherland Front
Central Supervisory Committee
Chamber of Commerce and Industry of Vietnam
Co Do District People’s Committee, Can Tho City
Committee for Ethnic Affairs
Communist Review
Da Nang Branch, Central Propaganda Committee
Dac Lac Federation of Labor
Dak Nong People’s Council
Dam Ha District People’s Council, Quang Ninh Province
Dien Bien Phu City Party Committee, Dien Bien Province
Duong Kinh District People’s Committee, Hai Phong City
Gia Lai Federation of Labor
Gia Lai Information and Communication Department
Ha Tinh Provincial Party Committee
Hanoi City Party Committee
Temasek Foundation – Nanyang Technological University Training Programme in Public Policy, Administration and Governance for Senior Officials in Viet Nam (continued)

Hanoi Federation of Labor
Hau Giang People’s Council
Ho Chi Minh Central Youth Union
Ho Chi Minh National Academy of Politics and Public Administration
Hoa Binh Provincial Party Committee
Inspectorate of Vietnam
Kantum People’s Council
Lam Dong Federation of Labor
Lam Dong Home Affairs Department
Lang Son Federation of Labor
Le Duan Political Academy, Quang Tri Province
Ministry of Culture, Sport and Tourism
Ministry of Finance
Ministry of Health
Ministry of Home Affairs
Ministry of Justice
Ministry of Labor, Invalids and Social Affairs
Ministry of Natural Resources and Environment
Ministry of Science and Technology
Ministry of Transport
Nam Dinh Federation of Labor
National Political Publishing
Nghe An People’s Committee
Ninh Binh Federation of Labor
Ninh Thuan Federation of Labor
Ninh Thuan Provincial Farmers Association
Party Committee of Central Business
People Committee of Thai Binh Province
Pho Yen District Party Committee, Thai Nguyen Province
Phu Tho People’s Council
Public Administration Reform in Ninh Binh
Quang Binh People’s Council
Quang Nam Provincial Party Committee Office
Soc Trang Commission for Inspection
Son La Provincial Party Committee, Son La Province
Supreme People’s Procuratorate
Tay Ninh Federation of Labor
The Faculty of English, Diplomatic Academy of Vietnam
The Party Organisation Committee of Central Agencies
The Vietnam News Agency
The Vietnam Social Insurance
Thao Son District People’s Committee, An Giang Province
Thua Thien - Hue Federation of Labor
Trade Union of Vietnam General Confederation of Labor Headquarters
Vietnam Academy of Science and Technology
Vietnam Academy of Social Sciences
Vietnam Alliance Cooperative Office
Vietnam Central Farmers Association Office
Vietnam Central Women’s Union
Vietnam General Confederation of Labour
Vietnam Television
Vietnam Union of Friendship Organizations
Vietnam Women’s Union
Voice of Vietnam
War Invalids & Social Affair of Hai Duong Province
Yen Bai Federation of Labor

REBUILDING LIVES AND LIVELIHOODS AFFECTED BY NATURAL DISASTERS

Temasek Foundation Tube-Well Project in Myanmar

Main Partners:
Mingalar Myanmar
Singapore Cooperation Enterprise
FINANCIAL STATEMENTS

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MANAGEMENT ANALYSIS
FY 2012/2013

In May 2007, Temasek established the Temasek Trust and Temasek Foundation and provided funds for an endowment. The Trustees of Temasek Trust act as stewards of the endowment and decide on funding to be provided to Temasek Foundation to cover both the programme grants and operating expenses of the foundation.

For FY2012/2013, Temasek Foundation committed a total sum of S$22.3 million for 41 programmes. The sum committed represents an increase of 1% in funding, and a significant increase of 28% in the number of supported programmes over the previous financial year. While the amount of funds committed year-on-year remained largely the same, the foundation was able to support a significantly higher number of programmes. This was largely due to a higher level of co-funding from host community partners that allowed the foundation to stretch its resources and support more programmes to bring about systemic and institutional changes. The foundation has committed funding as follows:

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Amount committed to Programmes</td>
<td>$15.2m</td>
<td>$17.1m</td>
<td>$17.9m</td>
<td>$20.1m</td>
<td>$22.1m</td>
</tr>
<tr>
<td>Number of Programmes</td>
<td>14</td>
<td>32</td>
<td>33</td>
<td>26</td>
<td>32</td>
</tr>
</tbody>
</table>

In FY2012/2013, Temasek Foundation continued to support priority programmes in health care, education, and in public administration and urban management. In particular, the foundation supported 14 programmes in the area of technical and vocational education – the highest number in a single financial year. The foundation also expanded its support for programmes that build capabilities in public administration and urban management. With new expertise partners on board, the foundation was able to support new programmes in info-communication technology, productivity management and monetary policy management capability.

From the onset, the foundation has adopted the practice of disbursement of committed funds in tranches to partner organisations in tandem with the progress of programmes. In this way, the foundation is able to minimise the financial risks associated with programme funding. A sum of S$18.5 million was disbursed in FY2012/2013 to programmes that were approved since inception. As the programme activities are progressively ramped up and implemented, the amount of disbursements has increased correspondingly.

Since the foundation commenced its work, some 66 programmes have concluded, while the other programmes are at different stages of implementation. As programmes are completed with the original objectives and targets met, there may be monies committed to the programmes that are not spent, and the foundation recovers these sums for reallocation to other programmes. Also, programmes may have to be modified, re-designed or even terminated during the course of implementation. These changes are largely due to the restructuring of institutions or re-prioritisation of needs by the host communities, leading to adjustments in programme components. The ‘Financial Frameworks for Infrastructure Development’ programme in Viet Nam, which was approved earlier and reflected in the 2011/2012 Annual Report, is an example of a programme that was discontinued due to re-prioritisation of needs by the host community. Naturally, programme commitments are subject to adjustments, and hence, committed amounts for each financial year published in the annual reports will be updated to reflect these adjustments.
MANAGEMENT ANALYSIS
FY 2012/2013

The total annual operating expenses of Temasek Foundation for FY2012/2013 and the updated expenses for the previous financial years are compared as follows:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>$S$ Total Operating Expenses</td>
<td>$1.88$m</td>
<td>$2.28$m</td>
<td>$2.42$m</td>
<td>$2.68$m</td>
<td>$3.08$m</td>
</tr>
<tr>
<td>Headcount</td>
<td>7</td>
<td>8</td>
<td>8</td>
<td>9</td>
<td>10</td>
</tr>
</tbody>
</table>

The increase in operating expenses reflects the continuing build-up of the foundation. With a steady increase in the communications efforts of the foundation, the staff team was expanded from 10 in FY2011/2012 to 11 in FY2012/2013. Related to the fifth anniversary milestone of the foundation in May 2012, collaterals such as a corporate video and anniversary book were produced. On-line media platforms were also used to engage the foundation’s alumni network. As the number of programmes to be implemented and monitored continues to grow, expenses on travel and transport have also inevitably increased on year.

For FY2012/2013, the “expense-to-grants” ratio of Temasek Foundation’s annual operating expenses (including depreciation) to annual committed programme grants was 15.5%. This compares favourably with corresponding ratios in established foundations in developed countries where the ratios can be around 20%–25%. This is all the more significant considering that the foundation’s main operating stance is that of an involved partner in development and not just an interested but passive grant-maker, with the foundation having an in-house capability to co-develop and co-monitor programmes with partner organisations. Temasek Foundation also works to secure co-funding from partners. The more successful the foundation is in securing co-funding, the higher the “expenses-to-grants” ratio because grants to be committed are lower and operating costs are higher.

It is expected that this “expenses-to-grants” ratio will continue to rise with more complex programmes, more in-depth programmes in priority areas, and more impact studies on core programmes. Over time, the steady-state ratio will reflect the foundation’s objective of partnering with established institutions and organisations to support meaningful, impactful programmes, while at the same time, reaching out to a diverse range of communities in Asia.
STATEMENT BY DIRECTORS

In the opinion of the directors,

(a) the accompanying statement of financial activities, statement of financial position, statement of changes in funds, statement of cash flows, and notes thereto are drawn up so as to give a true and fair view of the state of affairs of the Foundation as at 31 March 2013 and of the results, changes in funds and cash flows of the Foundation for the reporting year then ended; 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.

The board of directors approved and authorised these financial statements for issue.

On Behalf of the Directors

[Signature]

MR GOH GEOK KHIM
Chairman

[Signature]

MR BENEDICT CHEONG THIAM BENG
Director and Chief Executive Officer

4 June 2013
INDEPENDENT AUDITORS’ REPORT
TO THE MEMBERS OF TEMASEK FOUNDATION CLG LIMITED

REPORT ON THE FINANCIAL STATEMENTS
We have audited the accompanying financial statements of Temasek Foundation CLG Limited ("Foundation"), which comprise the statement of financial position as at 31 March 2013, and the statement of financial activities, statement of changes in funds and statement of cash flows for the reporting year then ended, and a summary of significant accounting policies and other explanatory information.

FOUNDATION’S RESPONSIBILITY FOR THE FINANCIAL STATEMENTS
The Foundation is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Singapore Companies Act, Chapter 50 (the “Act”) and Singapore Financial Reporting Standards, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair statement of financial activities and statement of financial position and to maintain accountability of assets.

AUDITORS’ RESPONSIBILITY
Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Singapore Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor’s judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity’s preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity’s internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.
INDEPENDENT AUDITORS’ REPORT
TO THE MEMBERS OF TEMASEK FOUNDATION CLG LIMITED

OPINION
In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of the Act and the Singapore Financial Reporting Standards so as to give a true and fair view of the state of affairs of the Foundation as at 31 March 2013 and the statement of financial activities, changes in funds and cash flow of the Foundation for the reporting year ended on that date.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS
In our opinion, the accounting and other records required by the Act to be kept by the Foundation have been properly kept in accordance with the provisions of the Act.

RSM CHIO LIM LLP
Public Accountants and
Certified Public Accountants
Singapore

4 June 2013

Partner in charge of audit: Lim Lee Meng
Effective from year ended 31 March 2009
## STATEMENT OF FINANCIAL ACTIVITIES

**YEAR ENDED 31 MARCH 2013**

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td><strong>Incoming Resources</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Programme Grants</td>
<td>18,535,383</td>
<td>13,052,641</td>
</tr>
<tr>
<td>Operating Grants</td>
<td>3,327,161</td>
<td>3,016,072</td>
</tr>
<tr>
<td>Capital Grants</td>
<td>94,687</td>
<td>46,136</td>
</tr>
<tr>
<td>Interest Income</td>
<td>5,970</td>
<td>4,757</td>
</tr>
<tr>
<td>Other Income</td>
<td>32,435</td>
<td>16,560</td>
</tr>
<tr>
<td><strong>Total Incoming Resources</strong></td>
<td>21,995,636</td>
<td>16,136,166</td>
</tr>
<tr>
<td><strong>Resources Expended</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Programme Expenses</td>
<td>18,535,383</td>
<td>13,052,641</td>
</tr>
<tr>
<td>Auditors’ Remuneration</td>
<td>18,240</td>
<td>18,240</td>
</tr>
<tr>
<td>Depreciation of Plant and Equipment</td>
<td>94,688</td>
<td>46,136</td>
</tr>
<tr>
<td>Employee Benefits Expenses</td>
<td>2,524,338</td>
<td>2,205,871</td>
</tr>
<tr>
<td>General and Administrative Expenses</td>
<td>216,817</td>
<td>161,113</td>
</tr>
<tr>
<td>Legal and Secretariat Fees</td>
<td>13,654</td>
<td>15,196</td>
</tr>
<tr>
<td>Professional and IT Support Charges</td>
<td>195,167</td>
<td>158,282</td>
</tr>
<tr>
<td>Rental, Utilities and Office Maintenance</td>
<td>105,865</td>
<td>231,242</td>
</tr>
<tr>
<td>Travelling and Transport</td>
<td>291,484</td>
<td>247,445</td>
</tr>
<tr>
<td><strong>Total Resources Expended</strong></td>
<td>21,995,636</td>
<td>16,136,166</td>
</tr>
<tr>
<td><strong>Net Incoming (Outgoing) Resources</strong></td>
<td>–</td>
<td>–</td>
</tr>
</tbody>
</table>
# Statement of Financial Position

**As at 31 March 2013**

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Non-Current Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Plant and Equipment, Total</td>
<td>166,847</td>
<td>173,713</td>
</tr>
<tr>
<td><strong>Total Non-Current Assets</strong></td>
<td>166,847</td>
<td>173,713</td>
</tr>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Account Receivables, Current</td>
<td>821,838</td>
<td>545,646</td>
</tr>
<tr>
<td>Other Assets, Current</td>
<td>13,829</td>
<td>12,489</td>
</tr>
<tr>
<td>Cash and Cash Equivalents</td>
<td>3,241,828</td>
<td>4,195,453</td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td>4,077,495</td>
<td>4,753,588</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>4,244,342</td>
<td>4,927,301</td>
</tr>
<tr>
<td><strong>Current Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Account Payables, Current</td>
<td>2,217,274</td>
<td>2,064,312</td>
</tr>
<tr>
<td><strong>Total Current Liabilities</strong></td>
<td>2,217,274</td>
<td>2,064,312</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>2,217,274</td>
<td>2,064,312</td>
</tr>
<tr>
<td><strong>Net Assets</strong></td>
<td>2,027,068</td>
<td>2,862,989</td>
</tr>
<tr>
<td><strong>Funds</strong></td>
<td>2,027,068</td>
<td>2,862,989</td>
</tr>
</tbody>
</table>
## Statement of Changes in Funds

### Year Ended 31 March 2013

### Programme Funds

<table>
<thead>
<tr>
<th></th>
<th>Funds to Non-IPC entities $</th>
<th>Funds to IPC entities $</th>
<th>Operating Funds $</th>
<th>Capital Funds $</th>
<th>Total $</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Year:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Opening Balance at</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 April 2012</td>
<td>1,696,835</td>
<td>279,573</td>
<td>632,204</td>
<td>254,377</td>
<td>2,862,989</td>
</tr>
<tr>
<td>Grants/Income Received</td>
<td>12,303,999</td>
<td>5,048,315</td>
<td>3,807,401</td>
<td>–</td>
<td>21,159,715</td>
</tr>
<tr>
<td>Grants Utilised</td>
<td>(13,279,674)</td>
<td>(5,255,709)</td>
<td>(3,365,565)</td>
<td>(94,688)</td>
<td>(21,995,636)</td>
</tr>
<tr>
<td>Transfer</td>
<td>21,320</td>
<td>(21,320)</td>
<td>(262,000)</td>
<td>262,000</td>
<td>–</td>
</tr>
<tr>
<td>Closing Balance at</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>31 March 2013</td>
<td>742,480</td>
<td>50,859</td>
<td>812,040</td>
<td>421,689</td>
<td>2,027,068</td>
</tr>
</tbody>
</table>

### Previous Year:

<table>
<thead>
<tr>
<th></th>
<th>Funds to Non-IPC entities $</th>
<th>Funds to IPC entities $</th>
<th>Operating Funds $</th>
<th>Capital Funds $</th>
<th>Total $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening Balance at</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 April 2011</td>
<td>991,970</td>
<td>71,570</td>
<td>300,759</td>
<td>7,251</td>
<td>1,371,550</td>
</tr>
<tr>
<td>Grants/Income Received</td>
<td>10,028,509</td>
<td>3,937,000</td>
<td>3,362,096</td>
<td>300,000</td>
<td>17,627,605</td>
</tr>
<tr>
<td>Grants Utilised</td>
<td>(9,323,644)</td>
<td>(3,728,997)</td>
<td>(3,016,107)</td>
<td>(67,418)</td>
<td>(16,136,166)</td>
</tr>
<tr>
<td>Transfer</td>
<td>–</td>
<td>–</td>
<td>(14,544)</td>
<td>14,544</td>
<td>–</td>
</tr>
<tr>
<td>Closing Balance at</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>31 March 2012</td>
<td>1,696,835</td>
<td>279,573</td>
<td>632,204</td>
<td>254,377</td>
<td>2,862,989</td>
</tr>
</tbody>
</table>
# Statement of Cash Flows

**Year Ended 31 March 2013**

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash Flows From Operating Activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Receipts From Grants and Others</td>
<td>21,153,745</td>
<td>17,622,848</td>
</tr>
<tr>
<td>Payments to Programme Partners, Suppliers and Employees</td>
<td>(22,024,468)</td>
<td>(16,393,640)</td>
</tr>
<tr>
<td>Net Cash Flows (Used in) From Operating Activities</td>
<td>(870,723)</td>
<td>1,229,208</td>
</tr>
</tbody>
</table>

| **Cash Flows from Investing Activities** |           |           |
| Purchases of Plant and Equipment | (87,822)  | (212,598) |
| Cash Restricted in Use | (516,561) | (3,729)   |
| Interest Received | 4,920     | 3,934     |
| Net Cash Flows Used in Investing Activities | (599,463) | (212,393) |

| **Net (Decrease) Increase in Cash and Cash Equivalents** |           |           |
| Cash and Cash Equivalents, Statement of Cash Flows, Beginning Balance | 3,707,718 | 2,690,903 |
| **Cash and Cash Equivalents, Statement of Cash Flows, Ending Balance** | 2,237,532 | 3,707,718 |
TEMASEK FOUNDATION
STAFF TEAM

CHIEF EXECUTIVE OFFICER
Benedict Cheong

DIRECTORS
Anjan Kumar Ghosh, Organisation & Operations
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
Imran Hashim, Programme Management

SENIOR ASSOCIATE
Diana Lee, Communications

SECRETARY
Jacqueline Ser
OUR PURPOSE
& MISSION

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

DEVELOPING 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.