

A  
SURPRISING  
STORY

20 YEARS OF IMPACTING LIVES GLOBALLY

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**ITE Education Services Pte Ltd**

PROLOGUE

MESSAGE BY CHAIRMAN,  
ITE EDUCATION SERVICES  
(ITEES)

FOREWORD BY  
CEO, ITEES

SEASON 1  
2003 - 2008

SEASON 2  
2009 - 2017

SEASON 3  
2018 - PRESENT DAY

ABOUT ITE EDUCATION  
SERVICES

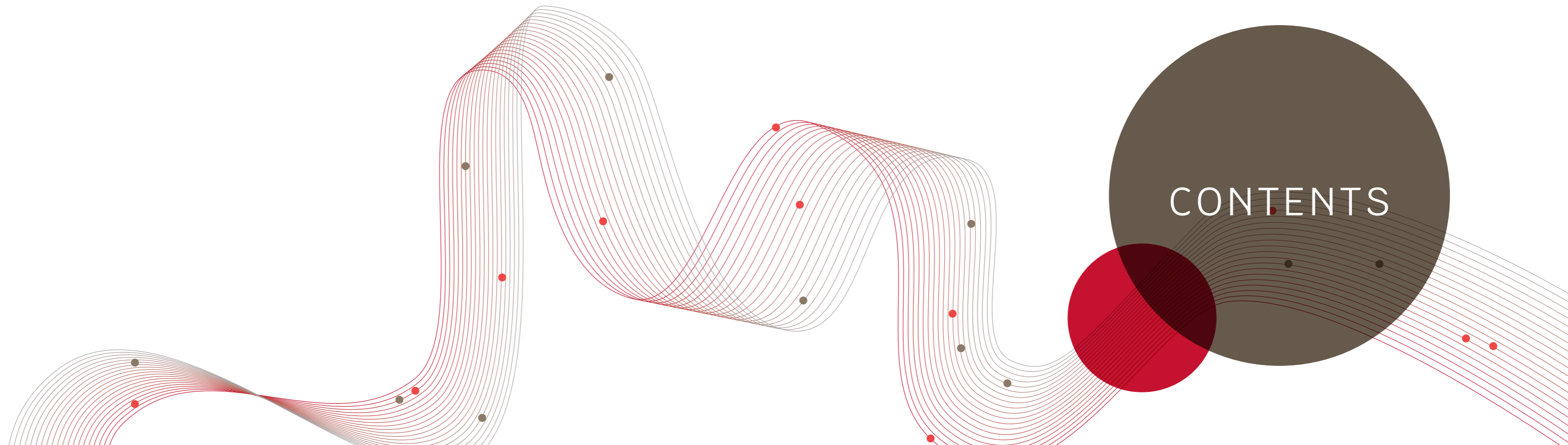
ABOUT INSTITUTE OF  
TECHNICAL EDUCATION

ITE'S AUTHENTIC  
LEARNING FACILITIES

ITEES' GLOBAL  
FOOTPRINTS

ITEES' PRODUCTS AND  
SERVICES

ACKNOWLEDGEMENTS



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Within the pages that follow, you will embark on a journey filled with surprising stories of transformation through heartfelt testimonials from people whose lives have been profoundly transformed by their experiences with ITE Education Services (ITEES). These testimonials serve as powerful reminders of the immense impact that education and skill development can have in shaping the trajectory of one's life.

Through the unwavering dedication of ITEES and its commitment to providing quality education and training, these stories have emerged as shining examples of what can be accomplished when passion meets opportunity. Their stories illuminate the transformative power of education and serve as beacons of inspiration for those who aspire to create a better future for themselves and their communities.

With each turn of the page, immerse yourself in the impact of ITEES on their journey of growth, empowerment, and success.

## A LIFE CHANGING EXPERIENCE

**Kiran Sahoo**  
Class of 2023  
World Skill Center  
India



The World Skill Center has transformed my life. I have gained a deeper understanding of various industry jobs, different tools, and equipment. I have also learned valuable technical skills through hands-on experiences, such as precise house wiring, visual inspection, gas discharge fire panel checking, and residential air conditioner installation.

Apart from technical skills, life skills have helped me develop my thinking process and way of living. They have also enhanced my interpersonal skills and verbal and non-verbal communication abilities. Through interactions with national and international leaders, higher authorities from the Government of Odisha and Singapore, as well as individuals from around the world, I have had the opportunity to put into practice the life skills I have acquired. Additionally, I was given the opportunity to participate in a student exchange programme in Singapore and the experience has further boosted my confidence and communication skills when interacting with others.

As a top graduate, I was given the opportunity to intern at Seatrium in Singapore where I have gained valuable insights into the shipyard industry and working culture outside my country. At the workplace, I learned important skills pertaining to teamwork and benefitted greatly from the caring and helpful colleagues and supervisors. Their effective teaching methods have made me feel comfortable working with them, and I have become enthusiastic about asking more questions.

I am sincerely grateful to ITEES for making the World Skill Center project possible.

***I was given the opportunity to participate in a student exchange programme in Singapore and the experience has further boosted my confidence and communication skills when interacting with others.***

# A FAR-REACHING IMPACT

**Saisiri Saiyot**  
Deputy Director  
Surin Vocational College  
Thailand



Saisiri Saiyot (L) with Trainers from Surin Vocational College

I had the opportunity to participate in the transformative training programme called “The Design Thinking Immersion and Entrepreneurship for Innovation Programme,” organised by ITEES. This programme has led to a significant impact on our students, empowering them with valuable knowledge, skills, and experiences.

The innovative learning and training designs from ITEES have had a profound effect on our teaching profession, learners, and local community. By fostering a culture of innovative thinking, we have successfully cultivated an entrepreneurial mindset among our students.

Firstly, we have applied design thinking processes to enhance the management practices at Surin Vocational College, aiming to nurture our learners into innovators themselves.

Secondly, we have developed an integrated learning management curriculum that instills the concept of commercial innovation design among vocational teachers from the Teacher Development Unit of Surin Vocational College. Through this programme, our administrators and teachers are equipped with the necessary skills to guide learners in innovative thinking, creativity, and entrepreneurship.

Thirdly, we have implemented new teaching and learning methods that have enhanced our vocational learners’ observational skills, questioning skills, linking skills, experimental skills, and networking abilities. This has enabled our students to create inventions, undertake scientific projects, and actively participate in national-level competitions.

Lastly, we have extended our academic and vocational services to the community by developing local entrepreneurs and enhancing their entrepreneurial skills.

Overall, the training programme facilitated by ITEES has revolutionised our approach to education, enabling us to empower our students with the necessary tools for success in the ever-evolving world. The impact has been far-reaching, inspiring our learners to think innovatively, encouraging entrepreneurial spirit, and creating a positive impact within our local community.

“**The innovative learning and training designs from ITEES have had a profound effect on our teaching profession, learners, and local community.**”

All of us speak about “making history” every so often. In life, I have realised, sometimes we also walk into history. That is how, I had walked into the Institute of Technical Education (ITE) on the fateful day of 8 May 2017, quite unaware of this great institution. That day, it occurred to me, I arrived at the doorstep of a great partner in our quest for skill transformation in Odisha.

The key starting point in our subsequent journey was the exposure for 215 of our Technical and Vocational Education and Training (TVET) teachers so that they felt inspired by the ITE and ITEES story. The way ITEES took them in was a great act of inclusion because predictably, the ITE set up and the Industrial Training Institute (ITI) and Polytechnic of our State seemed to be in different galaxies.

Thanks to ITEES, a new path in our transformative journey began. At this point, we asked for technical collaboration, knowledge transfer and handholding by ITEES to set up the World Skill Center at Bhubaneswar to be modelled after ITE, but as a one-year Finishing School for our TVET graduates.

The consequent effort was fraught with significant challenges, including Covid that pushed us back by more than two years. In addition, there were cross-cultural challenges from both sides but thanks to the statesmanship, wisdom, and sagacity of leaders like Bruce, Boon Tiong and Fabian, we prevailed. Today, World Skill Center has been established successfully, not just as a center for skill development but as a bridge between the people of Odisha and Singapore. In this “larger than TVET” agenda, we have become one team that is constantly innovating, investing in future models like the immersion program of our students in Singapore, the 6-month long paid internship program in leading Singapore companies as well as exchange visits by students of Singapore to Odisha that broadens the mind for the youth of Singapore as well.

The story of our partnership is unfolding, we have perhaps just put our toes into history, the magnitude of which only time will tell. I believe ITEES has risen far above its original vision and emerged as an agent of change. For a 20-year-old institution, it has a huge lot to be proud about and from our association and deep engagement with them, we believe ITEES will one day become 50, travelling far beyond what its original destiny had scripted for them.

“**In life, I have realised, sometimes we also walk into history. That is how, I had walked into ITE on the fateful day of 8 May 2017, quite unaware of this great institution. That day, it occurred to me, I arrived at the doorstep of a great partner in our quest for skill transformation in Odisha.**”

# MAKING HISTORY

**Subroto Bagchi**  
Chairman (2016 to 2023)  
Odisha Skill Development Authority  
India



## MESSAGE BY CHAIRMAN, ITEES

The story of Kiran and Saisiri are only two of the many real-life stories of how ITEES has been impacting lives around the world. Making a difference to lives will always be the authentic value-add in all that we do. Whether in Singapore or India, quality education and relevant training provides the opportunity for individuals to improve their lives. It also gives them hope for upward mobility.

ITEES has a vision beyond just the individual. ITEES also seeks to contribute to the larger community and even to the national development effort. By improving the TVET system, we contribute to the economic development of many nations. This was what happened in Singapore. It can also happen in other countries.

In this book, the remarkable story of ITEES' first 20 years of existence is told in 3 seasons. Each season marks the genesis of a new and exciting development in its interesting history.

- Season 1 is the story of small but significant beginnings. As ITE's success attracted international attention and requests for assistance, ITEES was born. And projects, both locally and in the Asia regions, started.

- Season 2 is about partnerships; in particular, with Temasek Foundation and the Ministry of Foreign Affairs, Singapore. Through these partnerships, the number of projects in many different countries grew exponentially, and with it, many more outstanding success stories.
- Season 3 is the coming-of-age story. The reputation of ITEES as a provider of quality TVET products and services is now well established. Governments and private entities around the world are now confident to engage ITEES directly in larger and more significant projects. This is where we are at. And it is set to grow further.

In the engine room of ITEES is the strong support and commitment of ITE. It is my hope that ITEES and ITE will continue to work hand-in-glove to champion progressive, effective and high quality technical and vocational education. Through ITEES, the outstanding accomplishments of ITE have been exported; and today, it benefits not only ITE students and staff in Singapore but also students and staff around the world.

ITEES will continue to expand its capacity and boldly venture into new areas globally. We believe that we have products and services that can make a real and significant impact to many generations of students around the world. May there be many more surprising stories!

**Mr Heng Chiang Gnee**  
Chairman  
ITE Education Services



*We believe that we have products and services that can make a real and significant impact to many generations of students around the world. May there be many more surprising stories!*

# FOREWORD BY CEO, ITEES

There are many surprising elements in the story of ITEES. Let me highlight some of the more significant ones.

First – the many high-level visits and engagements with world leaders as well as the ambassadors of many countries. The reputation and achievements of ITE as well as the Singapore brand name have attracted many distinguished visitors; including the Prime Minister of India, the Sultan of Brunei, the King of Jordan, the King and Prime Minister of Bhutan, the President of Rwanda, the President of Tanzania and the President of Panama. The outcomes of these visits are usually very positive as they pave the way for ITEES to undertake significant projects in their countries. In response to requests by Ministry of Foreign Affairs, Ministry of Trade and Industry and Temasek Foundation, ITEES has also been organising workshops for overseas political office holders and policymakers; and they invariably support the bilateral relationships between Singapore and these countries.

Second – the number of high-profile projects in many different states in India. To date, we have 6 major projects in India. For a relatively small entity like ITEES to be so engaged in the exciting growth and development of the most populous country in the world is remarkable. One of the many outstanding projects in India was the decision to change the use of the brand new World Trade Center to the World Skill Center (WSC), the tallest building in Odisha. This very extensive skill transformation project involved the development of 400 TVET leaders and trainers, deployment of ITE key management staff to Odisha, the issuance of the

ITEES Skills Qualification (ISQ) to WSC graduates and the implementation of the Singapore Internship Programme (SIP) for top WSC graduates.

Third – the scale and scope of ITEES projects worldwide. To date we have established partnerships and projects in 30 different countries. Each is a story in itself. But allow me to highlight some of the projects that took place in countries we did not expect to find ourselves in –

- Panama – ITEES was awarded a TVET consultancy to establish a Superior Technical Institute in Tocumen, Panama. They were so impressed by ITE's campuses that they engaged the architect who designed ITE Headquarters & College Central to build their campus.
- Bhutan and Nigeria – these are faraway countries where ITEES did not expect to establish significant projects.

Fourth – working directly with private entities. For example, ITEES worked with Amansa Capital to co-sponsor the SIP and ArcelorMittal Nippon Steel to set up the Skills India 4.0 programme in Gujarat, India.

Fifth – During the devastating Covid-19 years where travel, business and education were all disrupted, ITEES has shown its innovativeness, agility and resilience by using the downtime to pivot itself in developing new products and services. These include new online learning programmes, scaling up digitalisation, ISQ, Global Excellence Model for Skills Education and Training, the Skills University Concept, SIP and the Pedagogy Trainer Certification Programme. The outcome of these new initiatives are bearing fruits for ITEES right now.

As we navigate the VUCA environment, ITEES will continue to stay innovative, agile and resilient; and ever ready to transform TVET and the lives of youth around the world.

**Mr Bruce Poh**  
CEO  
ITE Education Services



*As we navigate the VUCA environment, ITEES will continue to stay innovative, agile and resilient; and ever ready to transform TVET and the lives of youth around the world.*





## ABOUT ITE EDUCATION SERVICES

The ITE Education Services (ITEES), a wholly owned subsidiary of the Institute of Technical Education (ITE) Singapore, was established in January 2003 with the objective of sharing ITE's expertise in TVET with the international community.

Over the years, ITEES has pooled together a broad spectrum of ITE core competencies and intellectual property to assist international organisations, government agencies, TVET institutions and private organisations in **raising the quality of skills development and vocational training worldwide.**



## MISSION

To Impact Skills Education and Training Internationally Leveraging on the Singapore System

## VISION

A Global Partner of Choice in Transforming Lives through Skills Education and Training

## VALUES

Integrity, Teamwork, Excellence, Enterprise, Services



## ABOUT INSTITUTE OF TECHNICAL EDUCATION

The Institute of Technical Education (ITE) Singapore was established as a post-secondary education institution in 1992 under the Ministry of Education of Singapore. It is a principal provider of career and technical education, and a **key developer of national occupational skills certification and standards** to enhance Singapore's workforce competitiveness. Under its "One ITE System, Three Colleges" governance and education model, ITE has three Colleges, comprising ITE College Central, ITE College East and ITE College West.

Over the years, ITE has successfully transformed into a world class institution, and its unique brand of "Hands-on, Minds-on and Hearts-on" college education is a key contributor in developing a world class skilled workforce in Singapore. Through its consultancy arm, ITEES, ITE has made significant contributions to skills development worldwide, and its programmes and certifications are widely recognised all over the world.



ITE COLLEGE  
WEST



ITE COLLEGE  
CENTRAL

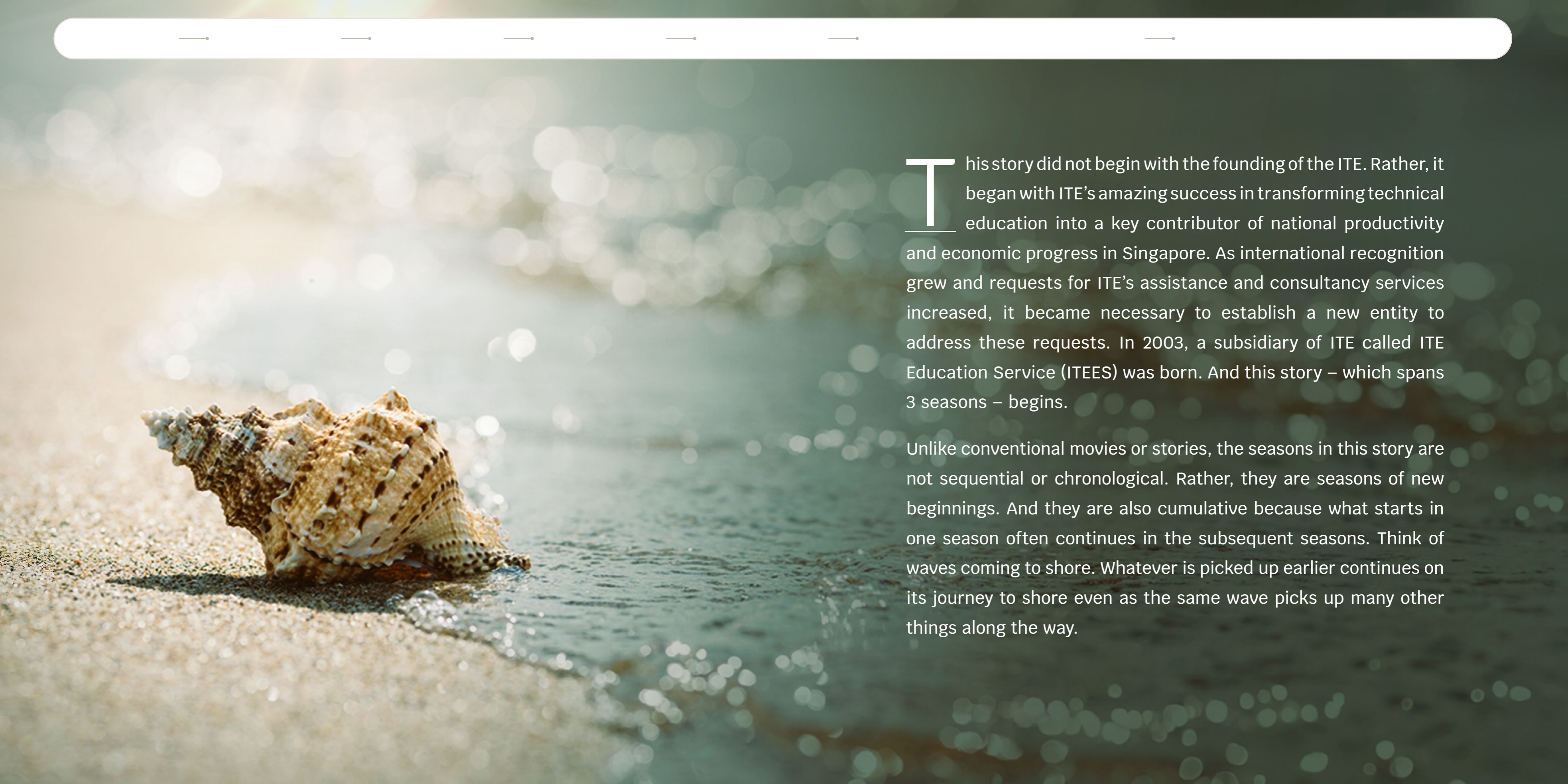


ITE COLLEGE  
EAST

# ITE'S AUTHENTIC LEARNING FACILITIES

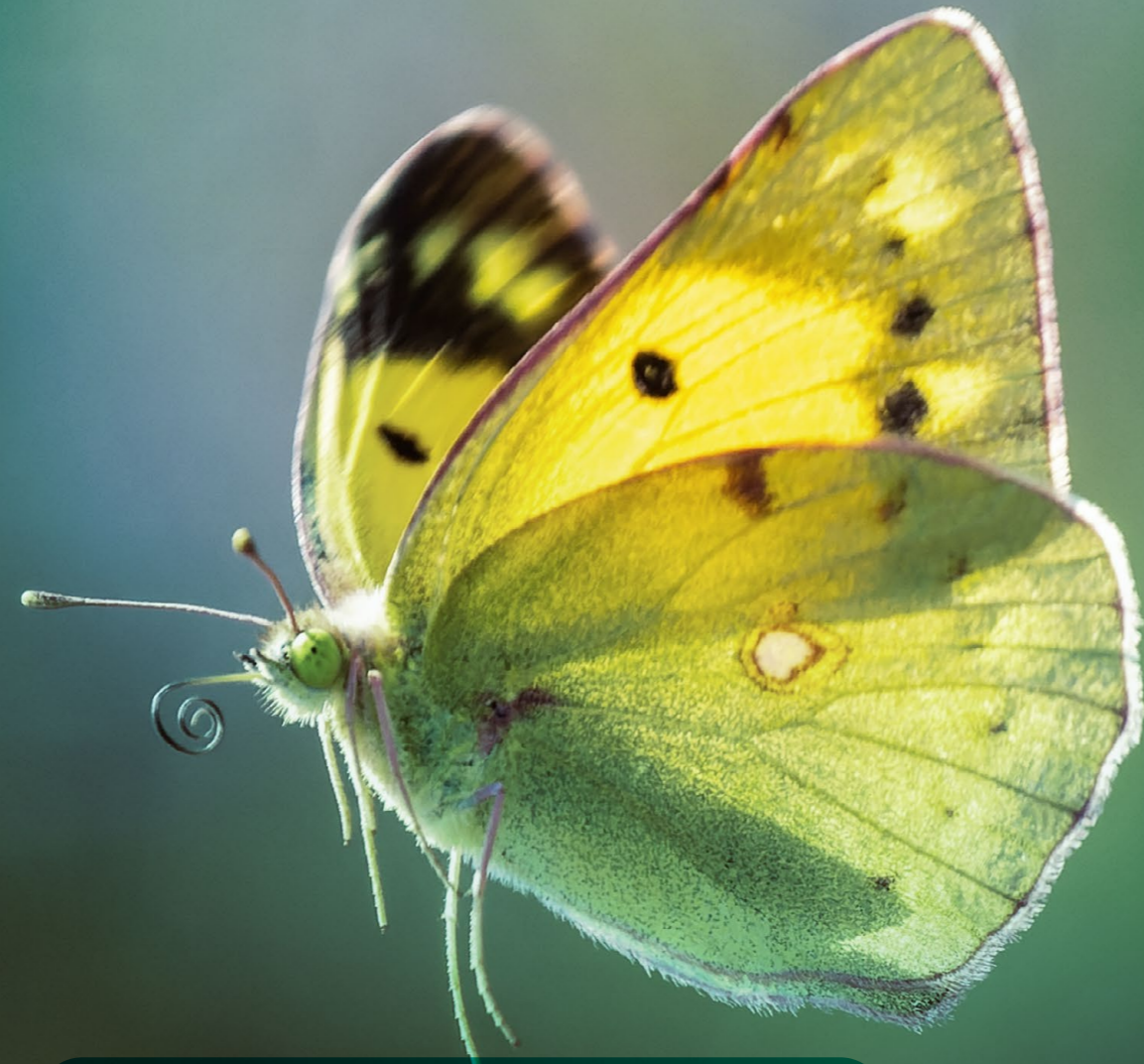
ITE's training programmes are developed in close consultation with leading industry players to ensure the graduates are equipped with work-ready skills relevant to fast changing industry needs and global economy. To provide students with real life work environment settings, ITE created authentic learning environments and facilities to mimic the 'real world' future workplace within ITE colleges. ITE also introduced innovative ways of teaching and learning, through immersive AR and VR technology to simulate authentic industry environment that is difficult to physically simulate within campuses.





This story did not begin with the founding of the ITE. Rather, it began with ITE's amazing success in transforming technical education into a key contributor of national productivity and economic progress in Singapore. As international recognition grew and requests for ITE's assistance and consultancy services increased, it became necessary to establish a new entity to address these requests. In 2003, a subsidiary of ITE called ITE Education Service (ITEES) was born. And this story – which spans 3 seasons – begins.

Unlike conventional movies or stories, the seasons in this story are not sequential or chronological. Rather, they are seasons of new beginnings. And they are also cumulative because what starts in one season often continues in the subsequent seasons. Think of waves coming to shore. Whatever is picked up earlier continues on its journey to shore even as the same wave picks up many other things along the way.



SEASON 1: 2003 - 2008

SMALL BUT  
SIGNIFICANT  
BEGINNINGS



It began with ITEES undertaking relatively modest projects in Singapore. Before long, overseas opportunities opened up. And ITEES welcomed the challenge. With strong support from ITE, projects were started in China, India, Bangladesh and Nigeria. These projects may be small and limited in scope when compared with more recent ITEES projects. But they were significant because they helped build confidence and showed that ITEES projects can value-add and succeed in the international stage.

## EPISODE 1

# SINGAPORE

Our story of early beginnings must surely start with what happened in Singapore. ITE is a Singapore success story that has attracted significant international attention over time; and this necessitated the formation of ITEES. Although the international market is the main focus of ITEES, the domestic market is the proving ground. If ITEES does not succeed in Singapore, then there is no reason or credibility to expand or venture overseas. As history would have it, the products and services of ITEES garnered strong domestic recognition and demand. And we see this in 2 main areas – (i) Licensing and (ii) Skills Evaluation and Testing.

*Conduct of licensed ITE programme in licensee's premises*



**ITEES has been a key overseas arm of ITE in committing to share Singapore's knowledge and experience in TVET with the international community. Over the last two decades, ITEES has significantly extended ITE's unique brand of TVET globally.**

**No two systems are the same. But a system built on fundamental principles, including well-designed campuses, a holistic "hands-on" education, a competency-based curriculum and high graduate employability had ultimately led to ITE winning world-wide recognition for excellence and innovations. Looking ahead, there will be new dynamics and challenges. But TVET should continue to focus on achieving quality and sustainability in the light of rapid educational, social, economic and technological changes.**

**Dr Law Song Seng**

Founding Chairman (2003 to 2007)

Founding CEO (2007 to 2009)

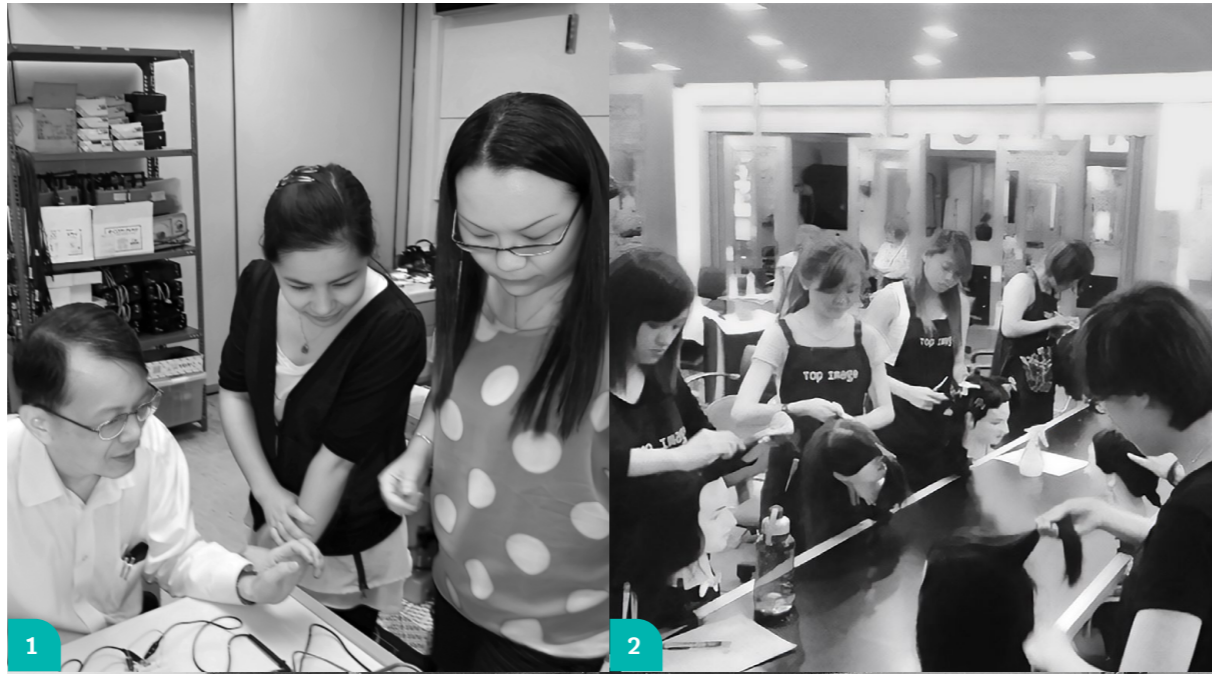
Senior Advisor (2009 to 2012)

ITEES

### LICENSING

#### To Support Workforce Development.

Since 2003, ITEES has been licensing local training providers and private schools to conduct a wide range of industry-relevant courses designed and quality controlled by ITEES. To date, about 39,480 training places leading to National ITE Certificate (Nitec) Certification level have been provided by these schools. They include courses in Beauty Therapy, Pastry and Baking, Food & Beverage Operations, Hair Services, Electronics, Electrical, Logistics Operations and Office Skills. This demand has been sustained over the years and it has become an important pillar of workforce development for Singapore.



Practical Training provided by ITEES' licensees

- 1 Nitec in Technology - Electronics, Computer Networking & Communications
- 2 Nitec in Services - Hair Fashion & Design
- 3 ITE Skill Certificate in Logistics Operation

3

### SKILLS EVALUATION AND TESTING

#### To Support Singapore Companies In Their Local And Overseas Operations.

ITEES is active in conducting skills training, evaluation and testing for companies in Singapore. There is already a wide spectrum of readily available courses for companies to tap into. And they meet the training and testing needs of many companies. On top of that, ITEES also mounts customised courses to meet the more niche and specific training needs of companies for both their local and overseas operations. In terms of recognition, participants who attend and pass the ITE's Skills Evaluation Test in courses like General Welding, General Fitting, Process Pipe Fitting or Electrical Technology, will be awarded certification that is recognised by Singapore's Ministry of Manpower.

Left and Right: Conduct of customised courses for secondary school students

Middle: Skills Evaluation Testing (Mechanical Technology) conducted in Singapore



ITEES was conceived and established as a vehicle to enable ITE to respond to the request by a growing number of visiting political and industry leaders to provide training and consultancy services and help them establish equivalent training institutions in their own countries.

Over the past 20 years, ITEES has grown in scale and stature. This is a result of the dedication and passion of the leaders and the pool of retired ITE staff who continue to serve in promoting TVET globally and making Singapore proud.

Mr Bob Tan Beng Hai  
Chairman (2007 to 2019)  
ITE

## EPISODE 2

It is time to spread the wings and fly! Local success provided a credible launching pad to venture overseas. And the initial forays were sensible and carefully targeted to meet the real needs of companies.

### OVERSEAS LICENSING OF TRAINING PROVIDERS

It began with ITEES identifying and licensing well regarded overseas training providers to conduct ITE courses leading to ITE certification. More than 50 training providers from places like Beijing, Fuzhou, Shanghai and Tianjin in China as well as far away Nigeria were licensed. An example of one of the longest such licensing is the Shanghai Advanced Applied Technology Training Centre (SATC) which conducts the ITE course in Precision Engineering (Machining) at the Nitec international certification level. Since 2006, over 1,400 training places have been offered and more than 25 examination series have been conducted successfully so far.



Students from ITEES' licensed school in Beijing, China taking their theory exam



ITEES management team visiting SATC's training facilities in East China University of Science and Technology, Shanghai, China

**At the inception of ITEES, it focused on trade testing in Singapore and China for manpower agencies recruiting for electronics companies in Singapore.**

**As ITEES became more established, I became involved in organising TVET conferences in China where ITEES was promoting licensing programmes in Beijing, Xiamen and Zhengzhou.**

**Mr Aw York Bin**  
Deputy CEO (Industry) (till 2019)  
ITE





Visit to OSTC in Dalian, China by then-Minister for Education and Second Minister for Finance, Mr Tharman Shanmugaratnam

### OVERSEAS SKILLS TESTING CENTRES

ITEES also accredited selected training providers to set up Overseas Skills Testing Centres (OSTC) to conduct skills training and testing. These centres certified workers at their source country before deploying them to work overseas. Here are some notable examples in the Oil & Gas and Marine industries:

- **China:** In the cities of Dalian and Fushun, ITEES was engaged by Rotary Engineering Limited (REL) to provide consultancy services to design, develop and establish 2 OSTCs for Electrical Fitting in 2007. ITEES facilitated the setting up of workshops and developed curriculum to train and test Chinese workers leading to the Skills Evaluation Test (SET) certification. This first initiative out of Singapore led to more than 100 Chinese workers gaining employment in Singapore.



Setting up of OSTC in Dhaka, Bangladesh; Yangon, Myanmar; and Chennai, India

- **Bangladesh:** To create better employment opportunities for Bangladesh's workforce, ITEES partnered REL and Jon International Manpower Pte Ltd to set up 2 OSTCs in Dhaka. Through these centres, skills training, testing and certification were provided for unskilled workers in the areas of Electrical Fitting, General Welding, Pipe Fitting and Steel Fitting. The 300 trained workers were then certified by ITEES before they were employed overseas in the booming Oil & Gas and Marine & Shipbuilding industries in the Middle East.

- **India:** Riding on the success in China and Bangladesh, ITEES again partnered with REL to set up another OSTC in Chennai in 2009. With this initiative, more than 200 workers were SET certified in Electrical Fitting, General Welding and Process Pipe Fitting and subsequently secured jobs in Singapore.

- **Myanmar:** Back in 2008, Myanmar was a traditional source of foreign manpower in the field of oil and gas for Singapore companies. To ensure that their workers are of high caliber, PEC Ltd., a Singapore-headquartered specialist engineering group servicing the petrochemical and pharmaceutical industries, decided to invest in the training of their workers. Together with ITEES, an OSTC was set up in Yangon, Myanmar in 2008 to train the workers at source before they were subsequently deployed to the various overseas plants and worksites of PEC Ltd. The OSTC successfully ran its first SET programme in General Fitting in 2009. More than 200 candidates were tested and certified at the OSTC.

## EPISODE 3

### NIGERIA

Going to Nigeria did not mean just going much further but it is also going to a rather unexpected country in the African continent. How did this come about?

In 2007, the Industrial Training Fund (ITF) of Nigeria undertook a study visit to 3 countries in Asia. Their aim was to find a model of TVET suitable for Nigeria. They found it in ITE Singapore. A collaboration was established and with expert advice and consultancy services provided by ITEES, the Model Skills Training Centre (MSTC) Abuja was set up and officially opened in September 2011.

The MSTC was part of the Nigerian government's efforts to train youths for self-employment and employability through courses licensed by ITEES in Electronics, Info-Comm Technology, Mechatronics, Facility Technology and Western Culinary Skills. These courses were also benchmarked to the Ordinary National Diploma level set by the National Board of Technical Education of Nigeria.



Graduation of students from MSTC, Abuja, Nigeria



- 1 Project Meeting in Nasarawa State, Nigeria
- 2 Visit to Project Site by Nasarawa State Officials
- 3 Inauguration of the MSTC, Abuja, Nigeria

### MEGA PROJECT FOR NASARAWA STATE

In addition to the consultancy project in Abuja, ITEES also completed phase 1 of a mega consultancy project for Nasarawa State. A Situation Analysis was submitted in December 2012 and ITEES followed up its recommendations by assisting to procure equipment for the project.

*Taking on overseas projects with ITEES always thrills my heart. These projects have been some of the most challenging and rewarding experiences in my career. Through this project in Nigeria, I have gained invaluable experience in understanding cross-cultural differences, building trust and communication.*

**Mr Loh Kum Fei**  
Divisional Director  
Curriculum & Educational Development  
ITE



SEASON 2: 2009 - 2017

# EXPANSION

THROUGH OVERSEAS PROGRAMMES  
WITH STRATEGIC PARTNERS

The genesis of strategic partnerships with the promise of mutually beneficial outcomes is the hallmark of Season 2. The most significant of these partnerships are with Temasek Foundation, the Ministry of Foreign Affairs, Singapore and the Asian Development Bank. These have resulted in many win-win collaborative projects which continues to grow and develop further in subsequent seasons.

# TEMASEK FOUNDATION PROJECTS

Temasek Foundation (TF) is a Singapore-based non-profit philanthropic organisation that funds and supports programmes that build capabilities with partners in Asia and beyond. ITEES has forged a very strong and sustained

partnership with TF to implement projects in many countries leading to significant human, social and economic development in those countries. Since 2009, ITEES has implemented 41 projects with TF in 14 different countries. A total of 1,329 leaders and 2,019 master trainers had been trained through ITEES whilst another 4,985 TVET leaders and 9,294 trainers had benefited through multiplier training conducted by the trained participants. The reach and extent of this win-win partnership have contributed significantly to a more vibrant and connected global community.





# PHILIPPINES

One of the longest lasting projects in partnership with TF is in the Philippines. Over a period of 13 years, ITEES has worked with the Technical Education and Skills Development Authority (TESDA) of Philippines to build a range of relevant capabilities for TVET leaders and specialists. Since 2010, a series of programmes including TVET Leadership, Master Trainer Pedagogy, Industry-based Learning, Strategic Planning, Design Thinking, Electrical Installation & Maintenance and Building Information Modelling were shared with over 2000 leaders and specialists. The latest programme, which began in 2021, helped equip participants with knowledge in Industry 4.0 and its key technologies. The collaboration between ITEES and TESDA has been highly successful in enhancing the capacity of TVET leaders and trainers in the Philippines.



1



2



3



4

 **PARTICIPANTS IMPACTED**

**507** TVET Leaders

**1,630** Trainers, Pedagogy Specialists, Vocational School Administrators & Industry Coordinators

“Through the pedagogical training in instructional design and delivery for TVET Trainers, our trainers have become more confident, capable and motivated to deliver quality training.”

**His Excellency Mr Emmanuel Joel J. Villanueva**  
Director-General (2010 to 2015)  
TESDA  
Philippines



# THAILAND

In Thailand, ITEES and TF worked with the Office of Vocational Education Commission (OVEC) on capacity building programmes to enhance the delivery and management of its TVET system. Since 2009, OVEC and ITEES have collaborated on a series of training programmes which yielded significant outcomes. One example was the sharing sessions where master trainers pooled their resources together and developed standardised training materials to reach out to more than 700 fellow colleagues and trainers. Curriculum documents developed by the participants on mechatronics, aquaculture and telecommunications & electronics were approved by OVEC for implementation. Assessment documents incorporating various vocational trades were also distributed to colleges across Thailand.

- 1 Group activity in Design Thinking Immersion Class
- 2 Visit to ITE College East by Her Royal Highness Princess Maha Chakri Sirindhorn of the Kingdom of Thailand
- 3 Prototype created by participants attending the Design Thinking Immersion and Entrepreneurship for Innovation workshop
- 4 Participants of Design Thinking Immersion Class creating a journey map



**PARTICIPANTS IMPACTED**

**749** TVET Leaders

**1,720** Trainers, Pedagogy & Curriculum Specialists

“OVEC teachers have learned new knowledge, enhanced their competence, and applied it effectively and efficiently in their classes. Through these programmes, our teachers have upgraded their skills and extended their knowledge to teachers, students and communities nearby the colleges in short training courses.”

**Dr Suthep Kaengsanthia**  
Secretary General  
OVEC  
Thailand



## CHINA

China, one of the world's fastest growing economies, encourages continual learning and training to meet its ever-increasing demand for skilled labour. Over the years, ITEES and TF have collaborated with many different government agencies across China to mount training programmes such as leadership development, management skills and the training of master trainers in pedagogy and technical skills according to the Competency-Based Training model. Some of the key agencies that collaborated with ITEES include the following:

- Chongqing Municipal Bureau of Human Resources and Social Security (CQHRSS)**
  - The China-Singapore (Chongqing) Demonstration Initiative on Strategic Connectivity (CCI) is the third G-to-G cooperation project between Singapore and China; and the CCI Administrative Bureau (CCIB) was formed to take charge of the project implementation. A tripartite Memorandum of Understanding (MOU) involving ITE, CCIB and CQHRSS was signed in November 2017 and renewed in April 2022. Riding on the MOU, ITEES and CQHRSS embarked on a TF project to train TVET leaders and specialists. A total of 50 government officials and TVET principals completed a synchronous online training during the Covid-19 pandemic. Another 25 TVET trainers attended Industry 4.0 training in Singapore. To cascade their



TVET trainers from Chongqing attending Robotics and Smart Systems Training in Singapore



Signing of tripartite MOU amongst ITE, CQHRSS and CCIB in November 2017 in Chongqing, China

*This cooperation had improved the internationalisation level of vocational education in Chongqing and broadened the horizons of management staff, teachers and students of the TVET schools in Chongqing. We are willing to further strengthen cooperation with ITE and ITEES, promote deeper project cooperation, and jointly build vocational education training bases to continuously strengthen cooperation between Chongqing and Singapore in the field of vocational education.*

**Mr Chu Bin**  
Deputy Director General  
CCIB  
Chongqing, China

learning, the 75 participants conducted virtual multiplier training for another 240 TVET leaders and trainers.

- Hebei Provincial Education Department (HPED)** – From 2014 to 2017, ITEES trained 143 TVET academic leaders and trainers who in turn trained another 941 TVET leaders and trainers from vocational colleges under the HPED's purview through a series of multiplier training workshops.
- Sichuan Provincial Education Department (SPED)** – In April 2015, ITEES commenced a 2-year project for SPED where a total of 96 TVET leaders and trainers were trained. These TVET leaders and trainers in turn trained another 120 TVET leaders and 356 TVET trainers as their post-programme assignment.
- Wuhan Municipal Education Bureau** – About 118 leaders from TVET institutions in Wuhan were trained in TVET management and thereafter they shared their knowledge with another 794 leaders through multiple sharing sessions. All 34 participating institutions in Wuhan have demonstrated significant improvements in industry partnerships, pedagogical approach and staff capability development.



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- 1 Conduct of Leadership Training Workshop for TVET Leaders and Principals from Hebei Province, China
- 2 Project closing cum media event in Hebei Province, China
- 3 Project closing cum media event in Sichuan Province, China



**PARTICIPANTS IMPACTED**

**1,817** TVET Leaders

**1,066** TVET Trainers





# MULTI-COUNTRIES

Since 2013, ITEES has collaborated with the Southeast Asian Ministers of Education Organisation Regional Centre for Vocational and Technical Education Training (SEAMEO VOCTECH), Brunei, in two capacity development programmes for TVET trainers from the Association of Southeast Asian Nations (ASEAN). About 221 master trainers across 9 ASEAN countries and Timor-Leste underwent training in the delivery of TVET in Industry Electronics, Facility Technology, Mechatronics, Hospitality, Restaurant Operations and Automotive Engineering. In turn, the master trainers have organised multiple training workshops for 1,338 trainers from institutions across various ASEAN countries. In 2022, SEAMEO VOCTECH and ITEES implemented the third programme focused on Industry 4.0 for TVET leaders from Brunei, Cambodia, Laos, Malaysia, Myanmar, Philippines, Thailand and Vietnam.

- 1 Skills upgrading workshop participants from various ASEAN countries
- 2 Visit to ITE College Central by His Majesty Sultan Haji Hassanal Bolkhiah Mu'izzaddin Waddaulah, Sultan and Yang Di-Pertuan of Brunei Darussalam



**PARTICIPANTS IMPACTED**

**50** TVET Leaders

**1,559** Trainers, Pedagogy & Curriculum Specialists

SEAMEO VOCTECH is proud and honoured to have had the opportunity of working in close collaboration with ITEES, whose collaboration with Temasek Foundation has led to the completion of technical skills upgrading programmes for TVET teachers in Southeast Asia. The impact from these programmes is still being felt and has greatly benefitted TVET teachers throughout the region in various industry sectors.

**Mr Alias Bin Haji Abu Bakar**  
Centre Director  
SEAMEO VOCTECH Regional Centre  
Brunei

# INDONESIA

ITEES and TF had partnered with TVET institutions across Indonesia to share knowledge on TVET. Here are 3 of the more significant ones:

- In 2011, ITEES collaborated with the Ministry of Education and Culture (MOEC) to upgrade the skills of TVET personnel through a capability development programme where TVET leaders and master trainers learned about the management of TVET institutions as well as TVET pedagogy.
- In 2014, through the Singapore Economic Development Board, ITEES and TF collaborated with the Coordinating Ministry for Economic Affairs and Batam Polytechnic to enhance their training curriculum and implement technical training for its ship building industry. About 41 leaders and specialists were trained and they went on to share their knowledge with another 100 TVET trainers. New curriculum and lesson plans for a new course in ship building and design were also developed.

- In 2017, ITEES and TF collaborated with the Ministry of Industry (MOI) in 2 projects. In the first project, MOI sent a core group of 25 TVET leaders and 74 trainers to ITE Singapore to be trained. They subsequently became the change agents to pioneer TVET reform in their respective institutions. They also trained another 288 TVET leaders and 351 TVET trainers through a series of post-training sharing workshop. The second project which began in 2021 focused on leadership training in Industry 4.0. A total of 95 TVET leaders from MOI attended the virtual workshop.



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- 1 Visit by His Excellency Mr Airlangga Hartarto, then-Minister for Industry
- 2 MOU Signing Ceremony for the Batam Polytechnic Programme witnessed by President of Indonesia Joko Widodo and Singapore then-President Tony Tan Keng Yam
- 3 Programme Opening by then-Chief Executive of TF, Secretary General of MOI, Indonesia and CEO of ITEES



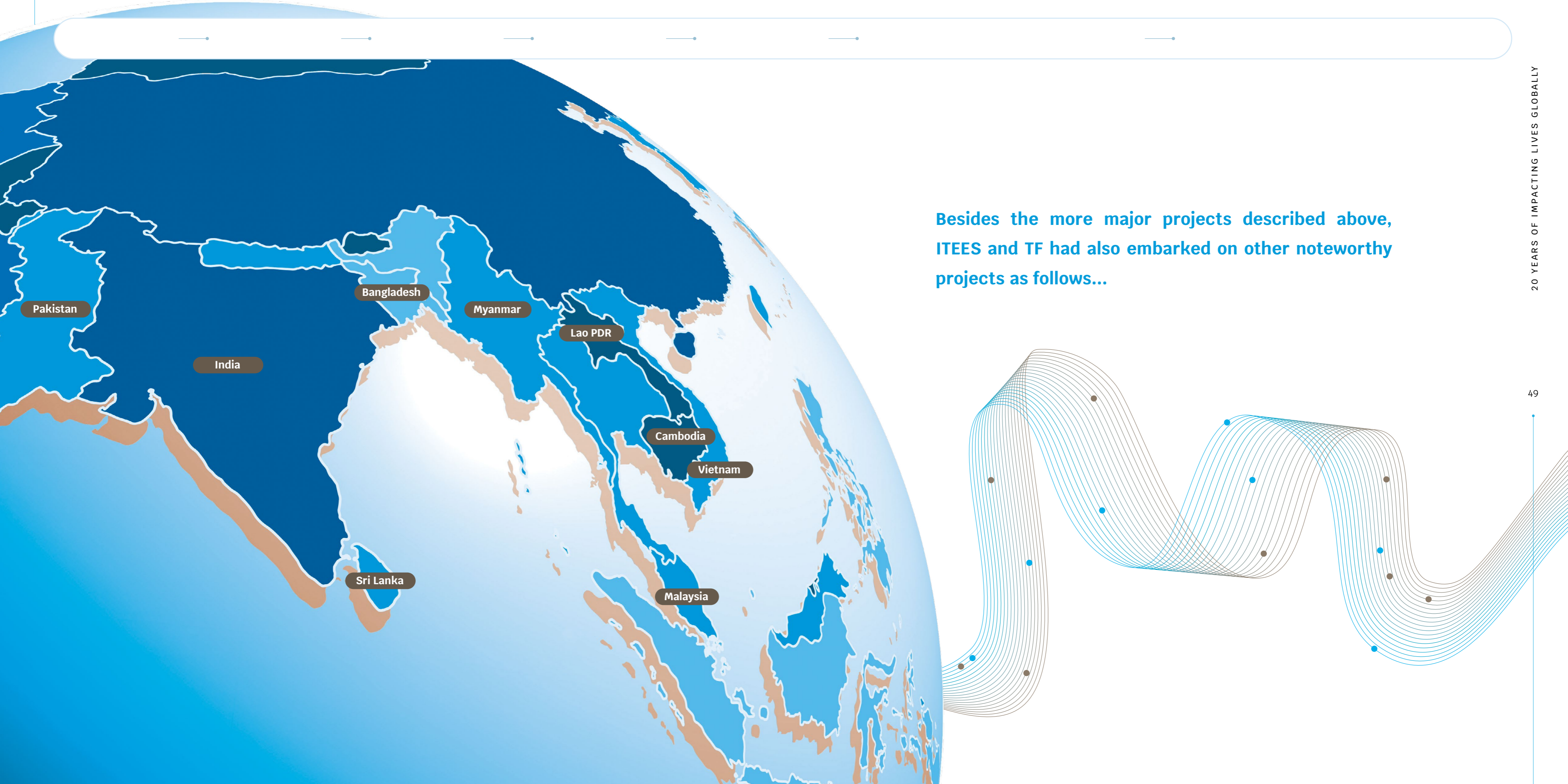
**PARTICIPANTS IMPACTED**

**868** TVET Leaders

**663** Trainers, Pedagogy & Curriculum Specialists

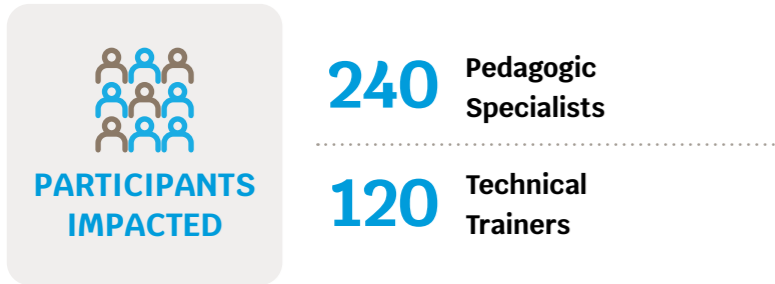
Together, we have created success stories in conducting trainings for vocational high school teachers, such as Industrial Transformation 4.0, Leaders Training Workshop, as well as Technical and Post-Training Sharing Workshop on Industry 4.0 in both Indonesia and Singapore. This valuable cooperation has transferred knowledge and skills to many beneficiaries as it is always multiplied and implemented in other vocational high schools in Indonesia.

**Mrs Restu Yuni Widayati**  
Head of Center for Industrial Vocational Education Development  
MOI  
Indonesia

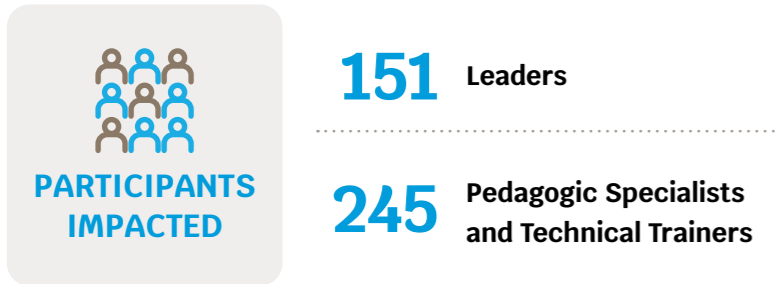


Besides the more major projects described above, ITEES and TF had also embarked on other noteworthy projects as follows...

# BANGLADESH



# MALAYSIA



# INDIA



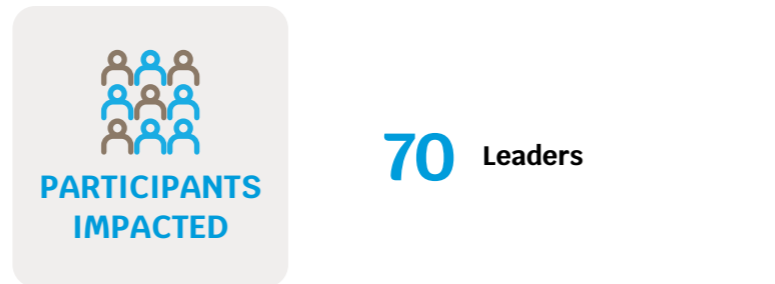
# CAMBODIA



# SRI LANKA



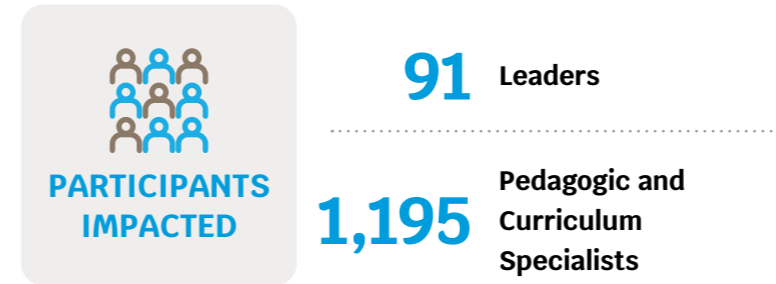
# PAKISTAN



# LAO PDR



# VIETNAM



# MYANMAR



*ITEES has come a long way to become a premier technical training and consultancy outfit. With an ever-growing geographical spread and an expanding range of expertise, ITEES now stands among its peers as a world leader in the setting up of vocational and technical training infrastructures. These ventures are powering the economies of recipient countries and are aiding their youth and adult employment.*

**Dr Benjamin Tan**  
CEO (2009 to 2014)  
ITEES



## EPISODE 2

# FIRST MAJOR FORAY INTO INDIA

On 24 November 2015, Singapore Prime Minister (PM) Mr Lee Hsien Loong took Indian PM Shri Narendra Modi on a tour of the ITE College Central campus. The two leaders visited the maritime, aerospace and precision engineering hubs. To commemorate the visit, they donned gloves and worked on metal sheets at the precision engineering hub to create bookends which they signed and gifted to each other. CEO of ITEES, Mr Poh, said that “At the end of the visit, Shri Modi asked our PM to help create something like this in his country that they can be proud of”. The Indian government was aware that India needed skilled workers in large numbers if Shri Modi’s dream of “Made in India” was to come true. This high-level visit by PM Modi provided a boost to several on-going ITEES projects in India and set the stage for new ITEES projects there.

*Visit by Indian PM, Shri Narendra Modi, hosted by Singapore PM, Mr Lee Hsien Loong in College Central*



- 1 PM Modi and PM Lee touring the facilities in College Central
- 2 A symbolic exchange of souvenirs between the 2 PMs

Skills development is a longstanding pillar of Singapore-India bilateral relations. In this regard, I am glad that ITEES, Singapore, has been and continues to be a steadfast partner in Skills Education and Training for India. Within a decade of establishing presence in India, it has successfully spread itself far and wide across 5 projects, including through partnerships with International Financial Institutions. Looking ahead, the need for upskilling, especially amongst youths, will only continue to grow in salience as our respective economies move up the value chain. I wish ITEES every success in their next chapter here.

His Excellency Mr Simon Wong  
Singapore High Commissioner to India

- 1 Singapore delegation attending the inauguration of World Class Skill Centre
- 2 & 3 Visit to World Class Skill Centre, Delhi by then Minister for Education, Mr Ong Ye Kung
- 4 PM Lee witnessing the plaque unveiling at the Centre of Excellence for Tourism Training in Rajasthan



#### CONSULTANCY FOR THE ESTABLISHMENT OF A WORLD CLASS SKILL CENTRE IN DELHI

In 2012, the Department of Training and Technical Education, India, partnered ITEES and TF to set up a World Class Skill Centre (WCSC) in Delhi. The establishment of WCSC was the first collaboration in TVET between India and Singapore to help make Delhi a hub for vocational and technical education. ITEES had provided advisory services to help establish an interim campus at Vivek Vihar, Delhi, offering retail and hospitality courses. In addition, ITEES provided training in leadership,

pedagogic and technical skills development to the staff of WCSC. WCSC also adopted a campus-wide 'student-centric learning' approach. 7 batches of students had graduated from the WCSC and had found employment in hotels and retailers in India and overseas countries.

In March 2013, ITEES collaborated with the Ministry of Labour and Employment, India, in a capability development programme for Principals of Industrial Training Institutes (ITI) in Delhi. The first batch of 22 participants successfully completed a 2-week TVET leadership programme at ITE, Singapore, in May 2013.

#### CONSULTANCY FOR THE ESTABLISHMENT OF A CENTRE OF EXCELLENCE FOR TOURISM TRAINING IN RAJASTHAN

In January 2015, ITEES accepted an invitation by the Government of Rajasthan (GR), India, to conduct a Needs Analysis to study the current situation of the ITIs of Udaipur and to make recommendations on the setting up of a Centre of Excellence for Tourism Training (CETT). In August, the GR accepted an offer by Singapore's Ministry of Foreign Affairs (MFA) to fund the consultancy and training services for the establishment of CETT through a G-to-G collaboration. To formalise the collaboration, Singapore



signed an MOU with the GR to set up a skills centre to train 480 students in the tourism and hospitality sector annually. The CETT was officially launched by the then Chief Minister of Rajasthan, Vasundhara Raje Scindia, in the presence of Singapore's PM Lee Hsien Loong and then-Minister for Education, Mr Ong Ye Kung, on 5 October 2016. In March 2019, ITEES successfully completed the CETT project.

### CONSULTANCY FOR THE ESTABLISHMENT OF A NORTH-EAST SKILL CENTRE IN ASSAM

In October 2016, ITEES signed an MOU with the Assam State Government (ASG) to establish the North-East Skill Centre (NESC) in Guwahati, Assam. With the signing of the MOU, Singapore's Ministry of Foreign Affairs appointed ITEES to conduct

a Needs Analysis for the establishment of the NESC. The Terms of Reference (TOR) was subsequently signed between the Government of Assam and ITEES in November 2017. The signing of the TOR was witnessed by Minister for Foreign Affairs, Dr Vivian Balakrishnan in Guwahati. The NESC trains up to 400 students per intake annually in the areas of Hospitality and Beauty & Wellness. In July 2022, the NESC was officially handed over to the Government of Assam at the witness of Singapore's then Senior Minister (SM) and Coordinating Minister for Social Policies, Mr Tharman Shanmugaratnam.

A number of newer major projects in India are described in Season 3. They include projects in Madhya Pradesh, Odisha and Gujarat.

- 1 Exchanging of MOUs between Minister for Foreign Affairs, Dr Vivian Balakrishnan and Assam Chief Minister, Shri Sarbananda Sonowal
- 2 Showcasing ITE's training facilities to delegates from Government of Assam
- 3 A facade of North East Skill Centre (NESC)
- 4 The then-SM Mr Tharman Shanmugaratnam presiding over the Handover Ceremony of the North East Skill Centre



ITE has accumulated vast and valuable expertise and knowhow in its decades of operations. It is admirable that ITE has been sharing its knowledge over the last twenty years to countries and companies around the world through ITEES. Technical skills education and training is essential in supporting a country's industrial and economic development as well as promoting social progress through increasing the employability of youths and adults.

*I am honoured to have played a part in ITEES' global consultancy efforts through serving on its Board. It was a rewarding experience, providing business guidance together with Board Members to the capable management team.*

*The success and growth of ITEES over the years is testimony to the recognition of the value of ITEES' services by countries and corporate partners worldwide.*

**Mr Wong Lin Hong**  
Chairman (2015 to 2019)  
ITEES

## EPISODE 3

# IN PARTNERSHIP WITH THE MINISTRY OF FOREIGN AFFAIRS, SINGAPORE

ITEES' partnership with the Ministry of Foreign Affairs (MFA), Singapore was for G-to-G projects involving TVET training solutions to meet manpower development needs in other countries. Two such programmes are the Initiative for ASEAN Integration Programme (IAI) and the Singapore Cooperation Programme (SCP).

**Initiative for ASEAN Integration Programme (IAI)** – This was launched in November 2000 by then-Prime Minister Goh Chok Tong at the 4<sup>th</sup> ASEAN Informal Summit in Singapore. The IAI aims to narrow the development gap and accelerate the economic integration in ASEAN, especially for Cambodia, Laos, Myanmar and Vietnam through the development of human resources. A training centre was set up in each of these 4 countries for local government officials. From 2010 to 2012, ITEES had conducted courses and trained almost 300 government officials.

**Singapore Cooperation Programme (SCP)** – This is administered by the Technical Cooperation Directorate (TCD) of MFA. The SCP aims to share Singapore's developmental experience and public sector expertise through courses, seminars, workshops and study visits across various fields to benefit government bodies from some 150

developing countries. Over the years, ITEES has worked with the TCD to roll out TVET projects for different countries. In June 2010, ITEES launched the inaugural five-day "TVET Programme for Principals and Instructors" under the SCP. This leadership programme received very positive feedback from participants. It is now a regular programme that ITEES conducts every year.

- 1 Cambodia participants of Initiative for ASEAN Integration Programme
- 2 Participants of Singapore Cooperation Programme



Mr JY Pillay, then-Chairman of Council of Presidential Advisers, in a dialogue session with policymakers attending "The Thinking Hands Story"

## THE THINKING HANDS STORY

In August 2016, ITEES and MFA organised a 3-day 'by-invitation only' seminar entitled "The Thinking Hands Story – Role of TVET in Singapore's Social and Economic Development". This seminar welcomed 22 political leaders and senior policymakers responsible for TVET from 16 countries

across Asia, the Middle East, Africa and Latin America. Participants found the seminar insightful for their own TVET reform efforts. For Singapore, bilateral ties and relationships with foreign political leaders and policymakers were enhanced. Then Minister for Manpower, Mr Lim Swee Say, capped off the seminar with a dialogue session.

In August 2017, in addition to the Thinking Hands Story, TF sponsored the TF Intl@10 Asia Skills Leaders Forum 2017, which showcased Singapore's TVET system's best practices and strengths to 60 TVET leaders and policymakers from Asia. The event was graced by Mr S. Dhanabalan,

Former Singapore Cabinet Minister, and Former Chairman of Temasek Holdings.

As part of a series of themed-forums held throughout 2017 to commemorate ten years of partnerships in building capabilities in Asia and beyond, the Forum's central focus was on transforming TVET systems to support social and economic development in participating countries. During the event, ITEES shared its expertise in TVET transformation, covering topics such as planning, administration, industry partnerships, and stakeholder management.

In June 2018 the 2<sup>nd</sup> run of this seminar was attended by 15 political leaders and senior



Mr S Dhanabalan, former Singapore Cabinet Minister, interacting with "The Thinking Hands Story" participants

**ITEES is a valuable partner of the Singapore Cooperation Programme (SCP), Singapore's flagship platform for technical assistance to fellow developing countries. Participants have been impressed with the quality and depth of the programmes run by ITEES under the SCP. One of ITEES' strengths is that they tailor their programmes to meet the unique needs and requirements of the target audience. As TVET is a growing priority for developing countries, many have gained relevant insights into Singapore's policy frameworks and systems for TVET.**



**Mr William Tan**  
Director General  
Technical Cooperation Directorate  
Ministry of Foreign Affairs  
Singapore

policymakers from 14 countries. It covered (1) an overview of Singapore's approach to aligning TVET with social and economic goals, (2) insights into ITE's transformation and establishment as a world-class institution, and (3) dialogues with Singapore's policy leaders to understand the connection between TVET and national development.

In 2021, ITEES conducted the 3<sup>rd</sup> run of the seminar virtually due to Covid-19. The 6-day Thinking Hands Story – Singapore Skills Transformation 4.0 seminar was

conducted for a total of 38 decision makers from 13 Colombo Plan Staff College (CPSC) member countries. Participants said that the seminar provided very useful and relevant insights for their TVET reform journeys. They were inspired and motivated to do more after learning that Singapore has succeeded in its TVET transformation despite facing similar challenges and constraints. Mr Philip Yeo, then-Chairman, Economic Development Innovations Singapore (EDIS) held a dialogue session at the end of the seminar.

## CONSULTANCY SERVICES FOR THE SETUP AND OPERATION OF THE SINGAPORE MYANMAR VOCATIONAL TRAINING INSTITUTE IN MYANMAR

ITEES was engaged by Singapore MFA from November 2013 – March 2018 to provide the full range of consultancy services in the setting up of the Singapore Myanmar Vocational Training Institute (SMVTI) for the Myanmar Government. The SMVTI aims to produce skilled manpower to meet the needs of industries in Myanmar through the offering of 10 skill courses in 4 trade areas; namely (1) Hospitality and Tourism (2) Electrical Skills and Electronics (3) Facilities Management and (4) Engineering Services. SMVTI was officially opened in June 2016 and trained a total of 800 students annually. As part of the consultancy, ITEES deployed three senior management staff to be the Principal of SMVTI, Director of Engineering, and Director of Hospitality and Tourism. The aim of the deployment was for these staff to operate the institute whilst providing hands-on guidance for the locals so that they could subsequently take over and operate SMVTI on their own. The project was successfully completed and handed over to the Myanmar Government in March 2020.

**Leading SMVTI to the successful handover to the local team of administrators and educators on 30 April 2018 was an endearing experience, for me. The expectations set for building capacity and developing human resource in TVET, at the former Burma Polytechnic School in Central Yangon, were accomplished with the unfailing support of ITEES, MOF, Myanmar MOE and, on the ground of SMVTI, the enduring passion of the staff and students.**

**Critical milestones of management succession programme, MVV setting, 5-Year Strategic Plan, annual workplans, intake exercises, curriculum development, delivery and assessment, graduations, career fairs, MOUs with industry partners, and the administrative systems of finance, HR and assets were achieved and validated by a financial audit and two rounds of operations audit.**

**Guided by the ITEES consultants throughout the project duration, the roadmap was successfully implemented by the dedicated and inquisitive team of educators and administrators with the active participation of enthusiastic students.**

**The local team had indeed played a decisive role in the successful SMVTI project.**

**Mr Foo Jee Hing**  
Principal (2016 to 2018)  
Singapore Myanmar Vocational Training Institute

- 1, 2, 3 Inauguration of the Singapore Myanmar Vocational Institute (SMVTI)
- 4 Visit to SMVTI by then-State Counsellor Daw Aung San Suu Kyi



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As the Founding Principal of the SMVTI, I led the entire establishment and operation of the institute in Myanmar. This unique opportunity allowed me to witness Myanmar's vocational education development and build strong community relationships. Working closely with government authorities, industry partners, and experts, we shaped SMVTI's vision.

Witnessing the local community's determination to enhance education and opportunities was inspiring. Partnerships created internships and placements for students. Seeing the institute's growth and its impact on students' lives was incredibly rewarding.

My experience at SMVTI was filled with challenges, triumphs, and meaningful connections. Being part of ITEES' project to empower youth and contribute to Myanmar's socio-economic development was an honour.

**Chong Chon Hsien**  
 Course Manager  
 Mechanical Engineering  
 ITE College East



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## AMED RVTC PROJECT (JORDAN)

ITEES extended its global presence to the Middle East when it partnered the Vocational Training Corporation of Jordan to set up a Regional Vocational Training Centre (RVTC) in Amman, the capital of Jordan. This G-to-G project was sponsored by MFA Singapore under the Asia-Middle East Dialogue (AMED) initiative. This is a milestone in ITEES' internationalisation efforts. The RVTC officially opened in October 2007 to train manpower for the growing building sector of the country. ITEES lent its expertise in curriculum development, the design of training facilities, procurement and set-up of training equipment, along with running Train-the-Trainer programmes and direct training for participants.



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- 1 Inspecting the facilities of Regional Vocational Training Centre (RVTC)
- 2 Visit to Jordan, accompanied by then Senior Minister of State for Foreign Affairs, Mr Zainul Abidin Rasheed

# ESTABLISHMENT OF MODEL TECHNICAL TRAINING CENTRES IN TECHNICAL TRAINING INSTITUTE (TTI) THIMPHU AND TTI KHURUTHANG, BHUTAN

In June 2018, Bhutan and Singapore agreed to a G-to-G collaboration where MFA, Singapore appointed ITEES to provide training and consultancy to Bhutaneese to undergo training in Singapore. The project involved the setting up of 2 Model Technical Training Centres at two existing training campuses located in Thimphu and Khuruthang. In June 2021, the MOU were signed between Bhutan and Singapore and the project officially commenced in January 2022. In view of the Covid-19 situation, ITEES adopted a hybrid project implementation approach with Study Visits, Training of Management staff, Curriculum Review, Campus Design and Development, Consultation and Advisory of Workshop Setup, and Facilitation of Equipment Purchase being conducted online.



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- 1 Visit to Smart Manufacturing Lab by Ambassador of Bhutan to Singapore, His Excellency Mr Kinzang Dorji
- 2 Visit to Aerospace Hub by King of Bhutan, His Majesty Mr Jigme Khesar Namgyel Wangchuck
- 3 Visit to College Central by then PM of Bhutan, His Excellency Mr Tshering Tobgay
- 4 & 5 Minister for Foreign Affairs Dr Vivian Balakrishnan and Bhutan Minister for Labour and Human Resources Ngeema Sangay Tshempo jointly witnessed the signing of an MOU between ITEES and the Bhutanese Ministry of Labour and Human Resources



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## EPISODE 4

# IN PARTNERSHIP WITH ASIAN DEVELOPMENT BANK

In 2015, ITEES reached out to the Asian Development Bank (ADB) to explore collaboration leveraging on the shared common interest in providing solutions for human resource development in Asia and the Pacific region through skills development. This deliberate and proactive effort in engaging ADB resulted in the following:

- In 2016, ITEES was invited by ADB to showcase ITE at the ADB International Skills Forum attended by some 300 delegates from all over the world.
- On 13-15 June 2017, Mr Bruce Poh, CEO of ITEES, presented at the ADB's Regional TVET Conference in Naypyidaw, Myanmar.
- On 12-14 December 2017, ITEES signed an MOU with ADB to officially become ADB's Knowledge Partner for the skills sector. CEO of ITEES was also invited to present at the ADB 7<sup>th</sup> International Skills Forum in Manila, Philippines.
- On 27-29 August 2019, at the ADB 8<sup>th</sup> International Skills Forum in Manila, Philippines, ITEES shared Singapore's experience in innovative models of teacher development in TVET with policy makers, practitioners, experts and partners from ADB member countries and other regions.



Mr Tan Seng Hua sharing ITEES' expertise in Infrastructure and Pedagogic Innovation



- In 2019 and 2021, ITEES secured funding support from Singapore Temasek Foundation to co-sponsor 2 leadership programmes for 210 TVET leaders from Odisha and Madhya Pradesh, India.

Riding on the first 5 years of fruitful partnership, ITEES and ADB signed a new 5-year MOU in October 2022 to renew cooperation in TVET development. This will increase mindshare on ITEES as a global partner for TVET development and provide ITEES with more opportunities in the skilling sector.

Mr Bruce Poh outlined ITE's blueprint for transforming the TVET landscape in Singapore

**As the official establishment promoting the ITE brand of TVET to the international community, ITEES plays an important role in transforming the lives of technically-inclined youths and adult workers globally via our 'Hands-on, Minds-on and Hearts-on' TVET model. It has been my privilege and pride to be the former CEO and subsequently be directly involved in consultancy, development and training projects. I believe ITEES will continue to offer more value-added TVET solutions to help governments, academic institutions and private organisations achieve their economic and social development objectives.**

**Mr Tan Seng Hua**  
CEO (2014 to 2017)  
ITEES



## EPISODE 5

# FIRST FORAY INTO LATIN AMERICA

During a state visit by then-President of the Republic of Panama, Ricardo Martinelli Berrocal, from 17 to 19 October 2010, he made time to visit ITE College West. Following this visit, His Excellency Juan Carlos Varela, then-President of the Republic of Panama, requested ITEES to assist the Panama Ministry of Education set up a Higher Technical Institute (Instituto Técnico Superior del Este – ITSE) in Tocumen, Panama City. The ITSE aims to train up to 5,000 students per year to help prepare them for the job market and also progression



1 Visit to College East by then President of Panama, Mr Ricardo Martinelli

2 Visit to ITE by His Excellency Juan Carlos Varela, then-President of the Republic of Panama



to technical degree programmes at the Technological University of Panama (Universidad Tecnológica de Panamá). In a span of 12 months, ITEES conducted three workshops for Panamanian government officials, namely (1) an Infrastructure Development Workshop in April 2015 (2) a TVET Executive Workshop in February 2016 (3) a Strategic Development Workshop for senior project leaders in March 2016. ITEES also provided them the curriculum materials for 10 trade courses. Moving forward, ITEES will continue to collaborate with the Panama government to provide further consultancy services.

1 Visit to College Central by Her Excellency Isabel De Saint Malo De Alvarado, then-Vice President of the Republic of Panama

2 ITE faculty member briefing then-Minister for Foreign Affairs of Panama, Ms Erika Mouyner



SEASON 3: 2018 - PRESENT DAY

# DIRECT ENGAGEMENT

WITH GOVERNMENTS AND PRIVATE  
ENTITIES AROUND THE WORLD

**A**s ITEES projects expanded into many countries and its success stories spread widely, there was growing recognition that ITEES could provide products and services to develop a good TVET system that can transform communities and strongly support nation building. This drew many world leaders and business leaders to ITEES. The unprecedented opportunities for ITEES to engage and work directly with governments and private entities around the world is the outstanding feature of Season 3.

## EPISODE 1

In this episode we feature ITEES' direct engagement with central and state governments of other countries. The fact that governments are now confident enough to engage ITEES directly is a sign of growing international recognition for ITEES.

## INDIA

### CONSULTANCY SERVICES FOR THE ESTABLISHMENT OF A CENTRE FOR OCCUPATIONAL SKILLS ACQUISITION IN BHOPAL, MADHYA PRADESH

In September 2018, ITEES was engaged by the Government of Madhya Pradesh (GoMP), India to set up a Centre for Occupational Skills Acquisition (COSA) within a new Global Skills Park (GSP) to meet the skills development needs of the state. ITEES was also contracted to set up a GSP City Campus (GSPCC) in Bhopal, Madhya Pradesh. At steady state, the COSA and GSPCC are expected to provide advanced skills training to 5,200 students annually. The construction of GSPCC was completed and handed over to GoMP in March 2023 and operations have commenced with up to 120 students in Precision Engineering. The COSA is expected to commence operations in January 2024.



- 1 Opening Ceremony of COSA by Chief Minister of Madhya Pradesh, Shri Shivraj Singh Chauhan
- 2 Discussion with GSP Manager and Construction Contractors
- 3 Showcase of facilities within Global Skills Park
- 4 Visit by GSP officials to ITE College East
- 5 Visit to construction site
- 6 Completion of Global Skills Park

## CONSULTANCY SERVICES FOR THE ESTABLISHMENT OF A WORLD SKILL CENTER IN BHUBANESWAR, ODISHA

In August 2017, Mr Subroto Bagchi, Chairman of the Odisha Skill Development Authority (OSDA) and 3 senior government officials attended the TF Intl@10 Asia Skills Leaders Forum in Singapore. This forum attended by some 70 participants from 23 countries focused on the success story of ITE in transforming and positioning TVET for economic and social development. Arising from this forum, Mr Bagchi and team concluded that the Singapore model of TVET is what OSDA needed to reform its skills sector. Subsequently, in November 2018 during the 'Make in Odisha' Conclave, an MOU was signed between ITEES and the Odisha State Government to collaborate in the establishment and operation of a World Skill Center (WSC) in Bhubaneswar, Odisha.

- 1 Mr Heng Chiang Gnee, ITEES Chairman, addressing the "Make in Odisha Conclave" audience in the presence of Odisha Chief Minister Shri Naveen Patnaik
- 2 Mr Heng Chiang Gnee, ITEES Chairman, and Mr Bruce Poh sharing pleasantries with Shri Subroto Bagchi, Chairman of the Odisha Skill Development Authority at Skill Conclave
- 3 Signing of MOU with Shri Sanjay Singh, Commissioner-cum-Secretary of Skill Development & Technical Education Department
- 4 Mr Shabbir Hassanbhai, ITEES Board Member, interacting with a WSC student
- 5 Visit to ITE by Shri Premananda Nayak, Minister, Skill Development & Technical Education, Odisha



ADB's close partnership with ITEES since 2016 has helped re-invigorate the interest in TVET in our member countries including Bangladesh and India. The partnership also played a pivotal role in introducing advanced technology-oriented skills training in ADB operations, in response to rapidly evolving technologies and industry demands.

**Ms Sunhwa Lee**  
Principal Social Sector Specialist  
Asian Development Bank



In February 2019, ITEES and OSDA signed the contract for the establishment of the WSC to be positioned as a premier skills training centre providing advanced skills training to 3,200 students and adult learners annually to support the manpower needs of various industry sectors in Odisha. The WSC was located in an existing 18-storey building in the heart of Bhubaneswar and it was officially inaugurated by the Chief Minister of Odisha on 5 March 2021. The WSC started operations as follows:

- ITEES deployed 5 ITE management staff to operate the WSC as Principal and Directors for a period of 2 years starting from 7 February 2022.
- The Singapore Internship Programme (SIP) was launched to allow the top WSC graduates to gain international exposure through real work in Singapore companies. The first batch of 24 students from WSC commenced their SIP on 18 January 2023.
- The agreement for ITEES to provide ITE Skills Qualification (ISQ) certificate was signed during the 'Make in Odisha' Conclave in December 2022. In March 2023, ITEES issued the first batch of ISQ certificates to 213 WSC students.
- In April 2023 at the Odisha Skill Conclave, the MOU between ITEES and OSDA was renewed for another 5 years to further develop the WSC with additional courses.



1 Mr Bruce Poh attending the Skill Conclave in Bhubaneswar, Odisha

2 ITEES' deployment team to WSC with Mr Anthony Ang, ITEES Board Member and Mr Bruce Poh

3 Shrimati Alka Misra, CEO of WSC, hosting a visit by His Excellency Mr Simon Wong, Singapore High Commissioner to India, and Singapore delegation

4 Mr Bruce Poh attending the G20 Workshop

5 Aerial view of the World Skill Center

The partnership with WSC flourished, giving rise to a range of additional programmes and initiatives.

- During the Odisha Skills Conclave in April 2023, Mr Bruce Poh was invited to deliver a Special Address and participated in a Panel Discussion.
- Following the Odisha Skills Conclave, Mr Bruce Poh participated in the G20 India-Singapore Workshop on Future of Work. He presented on the "Agile and Resilient TVET Ecosystem for Creating Future-Ready Workforce – A Singapore Perspective". The workshop garnered significant interest in ITEES' services among decision-makers and potential partners.

*Over 35 years with ITE in various training and management capacities has given me a wealth of experience in TVET. The exposure that assignments with ITEES has given me are unique and enriching. From consultancy work in Dar es Salaam, audits in Myanmar and presently on a two-year deployment with World Skill Center, ITEES assignments have shown how TVET serves societies as a social and economic enabler. The high regards many people have for Singapore's TVET System has become very evident through these assignments.*

**Mr Sangaran Gopal**  
Principal  
World Skill Center

# CAMBODIA

## UPGRADING OF 5 TECHNICAL TRAINING INSTITUTIONS (TTI) UNDER CAMBODIA SKILLS FOR COMPETITIVENESS (S4C) PROJECT

In November 2021, ITEES was engaged by the Ministry of Labour and Vocational Training (MLVT), Cambodia to provide consultancy services to upgrade 5 Technical Training Institutions (TTI) in Cambodia to improve the quality and relevance of its post-secondary TVET. The scope of work includes the implementation of 6 Higher Diploma Courses, Curriculum Design and Development and training of trainers in Pedagogical and Technical skills.



1

- 1 Opening of Training Workshop on Competence-Based Assessment for S4C Project
- 2 The partnership between ITEES and MLVT started in 2017, when an MOU was signed in Cambodia witnessed by Cambodia Prime Minister Mr Hun Sen and Singapore then-President Dr Tony Tan
- 3 Visit to ITE by His Excellency Mr Hun Manet
- 4 Conduct of Pedagogy Workshop in Cambodia

**The partnership with ITEES has helped in the capacity building of TVET leaders and Master Trainers in both Pedagogy and Technical Skills which has not only empowered TVET leaders and trainers with pedagogical innovations and skilled upgrading but also sharing to TVET students with hands on skills respond to economic development and making them to industry ready.**

**His Excellency Mr Hing Sideth**  
Director General of DGTVE  
Ministry of Labour and Vocational Training  
Cambodia



2



3

**I participated in the S4C project in Cambodia. My role included drafting Work Based Learning (WBL) implementation guidelines and training over 100 Cambodians in WBL. I guided them in creating proposals to secure WBL training funds. Additionally, we conducted surveys on their community colleges' capabilities and industry perception of WBL in Cambodia.**

**Working with ITEES staff on this project has been enjoyable, with excellent support provided. Adequate logistics were in place to ensure ITE consultants could effectively fulfill their roles.**

**Dr Ting Kok Guan**  
Director  
College Services  
ITE College Central



4

## EPISODE 2

In August 2022, Mr Arunkumar Pillai, Director General of Skill Future India 4.0, an initiative set up by ArcelorMittal Nippon Steel (AM/NS) India, visited ITE and signed an MOU with ITEES to collaborate in TVET projects to transform the skills landscape in Gujarat, India. In December 2022, AM/NS India engaged ITEES to set up a 1-year advanced programme in mechatronics at the interim campus of the Skills India 4.0 institute [now named as the New Age Makers Institute of Technology (NAMTECH)].

Under the Phase 1 development of NAMTECH, the interim campus will be located within the Indian Institute of Technology (IIT) in Gandhinagar with a Professional Technical Programme in Mechatronics to be offered in 2023.

Under the phase 2 development of NAMTECH, multiple programmes will be offered at a huge permanent campus to be located in Ahmedabad or Gandhinagar, Gujarat. When fully operational, the campus will have 15 Centres of Excellence with state-of-the-art academic and lab facilities. It is envisaged that the permanent campus will have an initial enrolment of 6,000 students and eventually reach 10,000 students in the long term.



Situational and Training Needs Analysis Visit to Gujarat, India

**In 2003, as the requests from various countries around the world for ITE to help them strengthen their TVET systems and institutions grew, a subsidiary company, ITEES was set up to focus on these international consultation services.**

**Over the last 20 years, ITEES has stayed agile and responsive in providing advisory and training services and enabling countries, cities and governments to transform their TVET systems and schools.**

**Given ITEES' capacity to innovate and seek new markets, there will be greater achievements ahead.**

**Ms Low Khah Gek**  
CEO (2017 to Present)  
ITE



**As countries around the world recognize the importance of investing in the skills development of their youth and workers, many seek to emulate Singapore's model of technical education and training. Some countries focus on having a training infrastructure like the ITE while others focus on curriculum development, building the nexus with industry, pedagogical approach or staff capability development. ITEES has supported 30 countries in Asia, Africa, Middle East and Latin America to strengthen their TVET.**

**I congratulate ITEES for bringing the Singapore brand of technical education to the various countries. Many economies have benefited and many lives are impacted by the work of ITEES.**

**Mr Andrew Chong**  
Chairman (2019 to Present)  
ITE

Signing of Agreement with Senior Management of ArcelorMittal Nippon Steel India



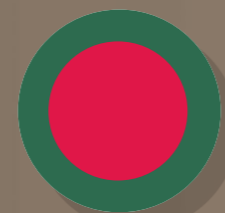
# ITEES' GLOBAL FOOTPRINTS

Since 1965, ITE and its predecessors have played a critical role in enhancing Singapore's human capital, contributing toward its economic and social development. As countries worldwide recognised the importance of skills and investing in TVET, there is a growing interest to learn from ITE's transformation story. ITEES was thus incorporated as a wholly owned consultancy arm of ITE in 2003, to provide consultancy and training services in TVET.

To date, ITEES has supported 30 countries in developing their TVET capabilities and impacted more than 12,000 leaders and trainers with more than 14,000 benefiting through multiplier training.



Azerbaijan



Bangladesh



Bhutan



Brunei



Cambodia



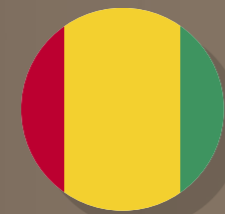
China



Colombia



Congo



Guinea



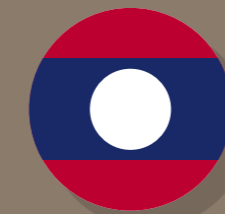
India



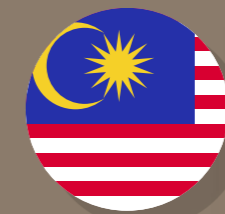
Indonesia



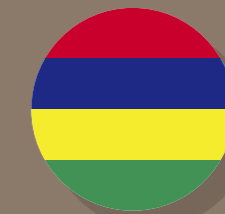
Jordan



Lao PDR



Malaysia



Mauritius



Mozambique



Myanmar



Nepal



Nigeria



Pakistan



Panama



Philippines



Russia



Saudi Arabia



South Africa



Sri Lanka



Tanzania



Thailand



Uzbekistan



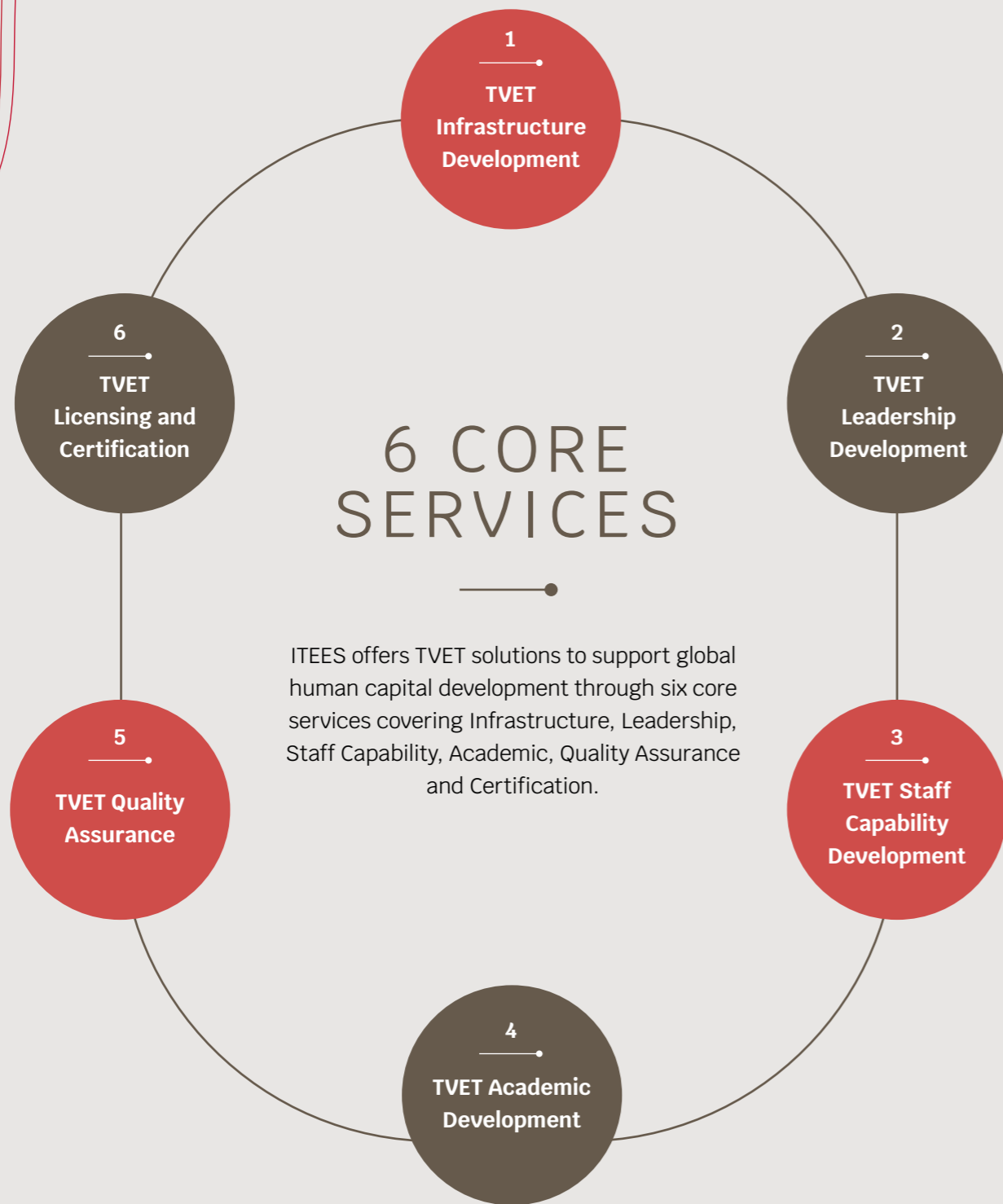
Vietnam

# ITEES' PRODUCTS AND SERVICES

ITEES is well positioned to provide a comprehensive suite of training solutions to meet the training demands of organisations. ITEES brings a wealth of extensive experience garnered from ITE, its parent organisation, to help governments, institutions, agencies and corporate entities develop skilled manpower for the industries and economy. With more than two decades of international experience in TVET consultancy, ITEES has the necessary expertise and capabilities to support overseas partners' TVET developmental needs.

By leveraging on ITE's expertise in TVET (~1,500 veteran TVET professionals and a wide network of industry and institutional partners), ITEES is able to offer a range of TVET services for its partners. These services are designed to support ITEES' international partners in developing and strengthening their TVET systems and addressing their local skilled manpower needs.





### 1 TVET INFRASTRUCTURE DEVELOPMENT

Advise and develop on the planning and conceptualisation of a blueprint for the development of the infrastructure and the design of training facilities to deliver TVET.

Advise on the planning, specification and procurement of training equipment and the layout and setting up of the training workshops and laboratories.

### 2 TVET LEADERSHIP DEVELOPMENT

Equip policymakers and senior government officials involved in TVET development with the best practices of TVET management to support economic growth and social progress, through the sharing of Singapore's story in TVET transformation.

Develop, enhance, and equip TVET management staff and academic leaders with relevant skills and up-to-date knowledge in the management of a successful TVET institution and to achieve overall organisational and academic excellence.

### 3 TVET STAFF CAPABILITY DEVELOPMENT

Conduct 'Train the Trainers' programmes to develop a core group of master trainers equipped with effective teaching methodologies and technical competency to train other teaching staff for the TVET institution. Services include:

- Equipping TVET professionals and teachers with the essential skills and knowledge for the effective design and delivery of TVET education
- Pedagogical Skills
- Technical Skills
- Emerging Technology
  - Industry 4.0
  - Circular Economy
  - Green Economy

### 4 TVET ACADEMIC DEVELOPMENT

Assist in developing relevant training framework that blend classroom training with applied learning as a key differentiator.

Assist in the development of new courses, capacity planning, competency based TVET curriculum, assessment framework and training materials.

### 5 TVET QUALITY ASSURANCE

Embark TVET institutions on a journey of continuous improvement through the ITEES Global Excellence Model for Skills Education and Training (GEMSET) framework.

### 6 TVET LICENSING AND CERTIFICATION

License international training providers as partners offering and conducting industry-relevant courses leading to ITEES Skills Qualification (ISQ).

## NEW PRODUCTS AND SERVICES

Developing new products and services to meet the ever-evolving needs of TVET institutions has always been a fundamental focus of ITEES' engagement with global partners. The fast changing landscape of industries and Covid-19 pandemic have called for a need to pivot towards digitalisation and the creation of new programmes on new emerging technologies. Over the years, ITEES continued to proactively innovate its business strategy and explore new initiatives and product offerings.

### ONLINE LEARNING FOR SKILLS

#### Synchronous

The pandemic has resulted in the need to re-think and re-design the way consultancy and training services are being carried out. ITEES had stepped up its digitalisation efforts with clearer and more holistic approaches to digital transformation. It had pivoted towards a hybrid mode of service delivery comprising both online and on-site engagement to better meet the ever-changing demands of partners.

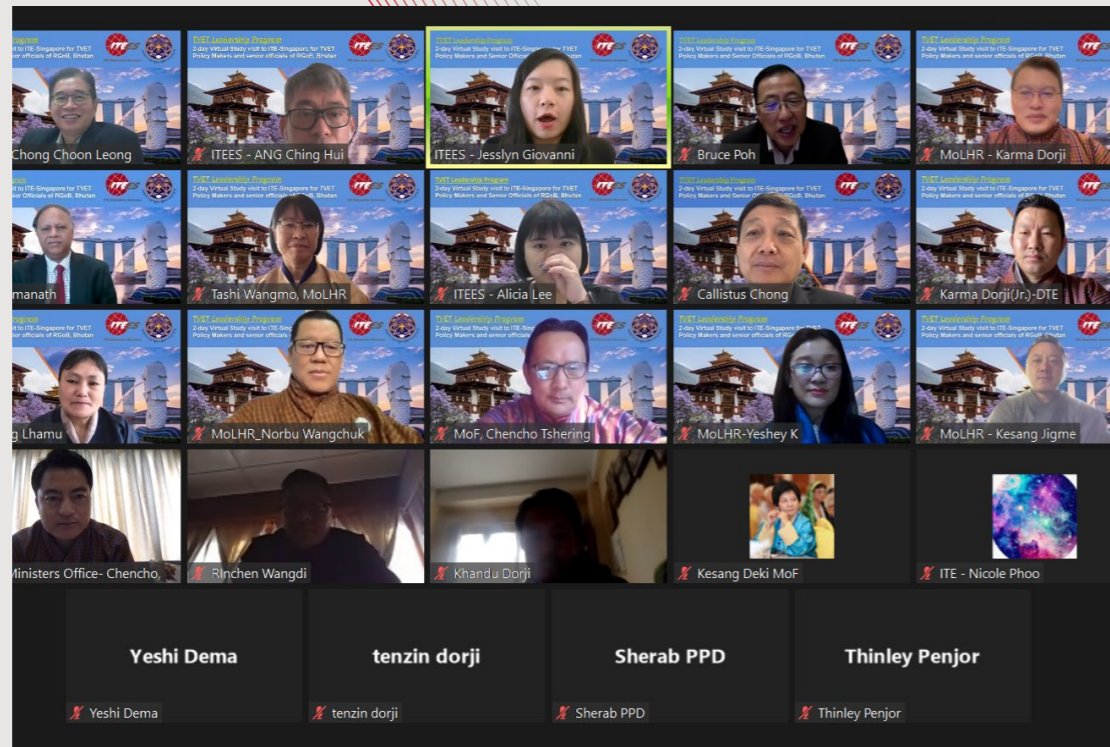
#### Asynchronous

With the advent of education technologies such as Augmented Reality (AR), Virtual

Reality (VR) and Mixed Reality (MR), online learning is fast becoming an integral part of skills acquisition given its dynamism, cost effectiveness and ability to reach out to large groups of learners from different geographical locations.

ITEES has recently embarked on a quest to work with Edu-Tech companies to develop online skills training courses leveraging on the vast repertoire of ITE training contents, including using AR, VR and MR for delivery via online learning platforms.

*Virtual training conducted for leaders from Bhutan*



### INDUSTRY 4.0 TRAINING

The pandemic has compelled many organisations worldwide to look into innovative ways to reduce human interactions by automating processes and services using robots, drones and artificial intelligence which are part of Industry 4.0.

ITE has infused industry 4.0 practices and technologies into its training curriculum and facilities. In 2019, ITEES started sharing on ITE's Industry 4.0 development journey with TVET institutions from neighbouring countries focusing on TVET Leaders and Master Trainers in the area of Smart Manufacturing. Today, ITEES has developed more than 20 Industry 4.0 programmes specifically designed for TVET institutions, which would be of relevance and interest to any TVET institution who wishes to introduce Industry 4.0 training for its students.

The Industry 4.0 programmes aim to share with overseas partners the core technologies and application in TVET in various industry sectors, such as manufacturing, automation, hospitality and logistics.

- Understanding Industry 4.0 and its application in TVET
- Robotics and Smart Systems
- IoT Application
- Cyber Physical Systems
- Smart Warehouse
- Agriculture 4.0
- Food Processing and Technology
- Hotel Management with Industry 4.0



*1 Participants from Thailand attending Industry 4.0 programme in Robotics and Smart Systems*

*2 ITE Faculty Member briefing participants on the Smart Manufacturing Hub*

Presentation of ISQ Certificate of High Distinction to Top Graduate by Shrimati Usha Padhee, Principal Secretary, Government of Odisha, India



### ITEES SKILLS QUALIFICATION

To provide an affordable and scalable industry relevant certification developed based on Singapore's curriculum, ITEES has developed a new ITEES Skills Qualification (ISQ) for overseas offering. Programmes offered will be bite-sized, modular and mapped into a progression pathway from Modular Certificate to Technical Advanced Certificate and Technical Diploma.

Leveraging on the existing ITEES Licensing scheme, ITEES will work with overseas training providers to offer training programmes leading to ISQ. Under the ISQ licensing scheme, the Licensee is responsible for the conduct of theory and practice components while ITEES administers the examinations and issuance of ISQ certificates.

### ISQ CERTIFIED PEDAGOGY SPECIALISTS

Pedagogy training for TVET trainers has always been one of the areas of high demand among TVET institutions worldwide. Over the years, ITEES has conducted numerous runs of pedagogy training for some 3,000 trainers. To respond to the high training demand, ITEES in partnership with ITE Academy has developed a Pedagogy Specialists certification programme where TVET trainers can be trained and certified at different levels of pedagogy competence from Specialist to Senior Specialist to Master Specialist. The ISQ Certified Pedagogy Specialists can also be licensed by ITEES to conduct ITEES pedagogy training leading to ITEES certification.

- 1 Conduct of Pedagogy Programme for Master Trainers from Ministry of Youth and Sports, Malaysia
- 2 Conduct of Pedagogy Programme for Trainers from Skills for Employment Investment Program, Bangladesh



1



2





1 ITE received the Singapore Quality Award in recognition of its successful model of TVET system, which serves as the foundation for GEMSET

2 Conduct of GEMSET Workshop - Rethinking TVET Excellence



### GEMSET

The Global Excellence Model for Skills Education and Training (GEMSET) is a holistic system of Quality Assurance for a TVET institution to embark on a journey of continuous improvements towards TVET Excellence, achieving world-class performance and outcomes. Adapted from the Singapore's Business Excellence Framework, the GEMSET aims to support global TVET partners in their journey of excellence through a system of assessment, accreditation and quality awards.

# ACKNOWLEDGEMENTS

Thank you to all the ITE and ITEES staff, partners, consultants, and participants, both past and present. You are the reason why ITEES has accomplished so much in the past 20 years.

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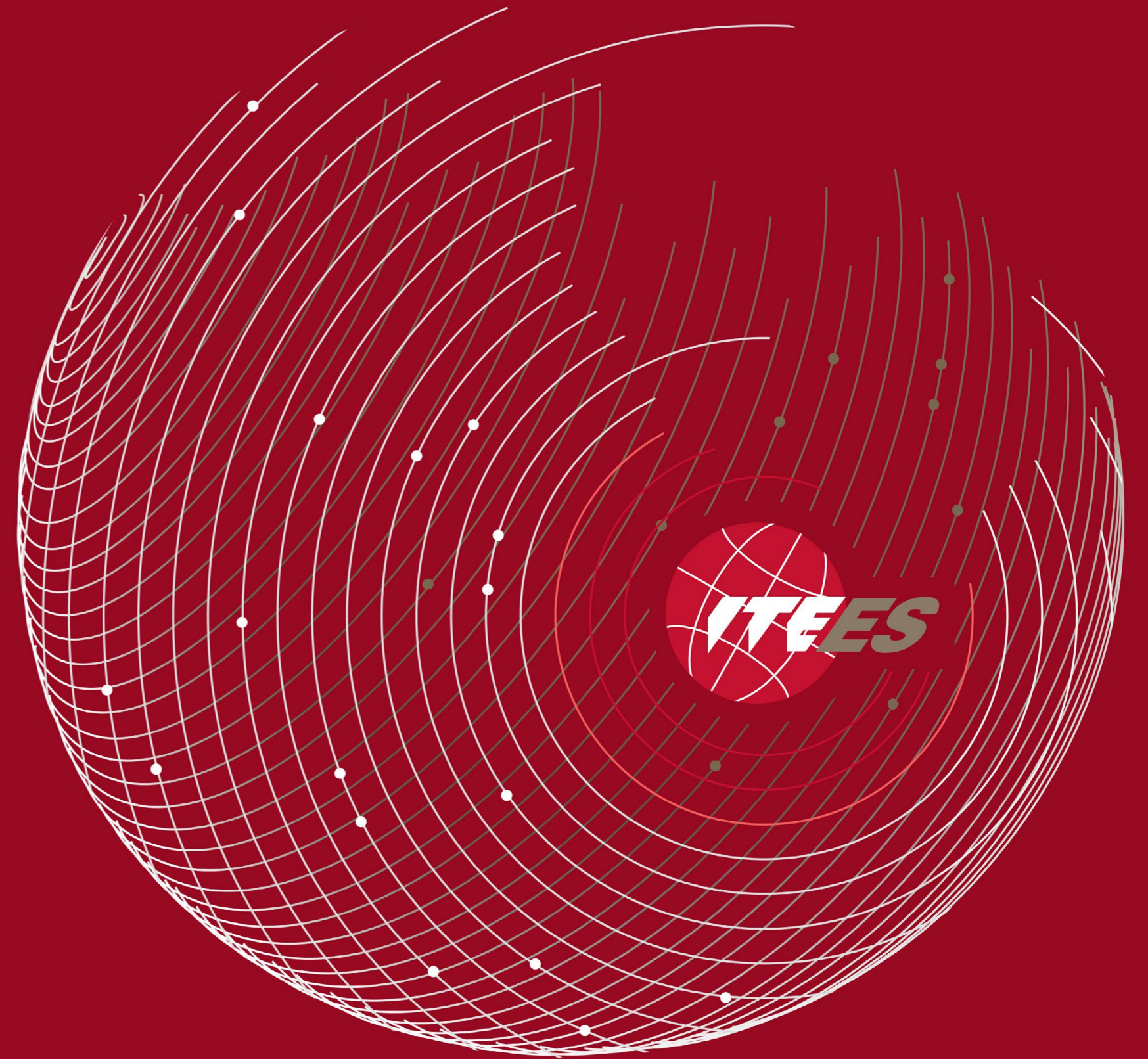
### DESIGN, CONCEPT & PRINT

Oxygen Studio Designs Pte Ltd

*It was an honour to have the opportunity to share my insights and experiences on ITE's organisation excellence journey. ITE's journey and the specific strategies have inspired and propelled continual innovations and improvements in skills education and workforce development. I believe the representatives from the seven nations were inspired by the transformative power of having a coherent and strategic approach towards organisation and education excellence. We hope Singapore's model can serve as a source of inspiration and guidance for other nations' endeavours – in advancing a quality skills education and technical education ecosystem that drives innovations, economic and social progress.*

**Ms Sabrina Loi**


Chief Officer, Organisation Excellence & International Partnerships  
Dean, ITE Academy






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