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Intercultural Theatre Institute Ltd

ANNUAL REPORT

for the financial period ending 31 March 2026

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Intercultural Theatre Institute Ltd

was incorporated on 23 September 2008 as a company limited by guarantee (i.e., non-profit-distributing), and registered as a charity on 17 November 2009.

It was approved as an Institution of Public Character (IPC) with effect from 1 January 2010, with the most recent extension being from 25 February 2026 to 24 February 2028.

The name was changed on 27 December 2010, from Theatre Training & Research Space (Singapore) Ltd. ITI's governing instrument is a Constitution.



Unique Entity Number:
200818680E (UEN)

Registered address:
11 Upper Wilkie Road
Singapore 228120

PEI registration period:
13 July 2024 to 12 July 2028

OBJECTIVES

The main objectives of Intercultural Theatre Institute Ltd are: to promote education and training in theatre, performance and performing arts; and to provide research in theatre, theatre training, performance, performance training, performing arts and performing arts training.

MISSION

To nurture skills, technical competence, critical awareness, social engagement and artistic autonomy in theatre artists so that they are capable of contributing significantly to the theatre-making processes and cultures of their own communities.

PRINCIPAL ACTIVITIES

The training of theatre actors through the three-year, full-time programme known as the Professional Diploma in Intercultural Theatre (Acting); and research through the Asian Intercultural Conference held once every three years.



BOARD OF DIRECTORS

CHAIRMAN

Mr. Andrew Nai (appointed 1 Sep 2022)
Director at Aura Private Equity, Aura Group
Oversees Finance

DIRECTORS

Mr. Chew Kheng Chuan (appointed 23 Sep 2008)
Independent consultant in philanthropy
Oversees Fundraising

Ms. Winifred Loh Chay Koon (appointed 2 Jul 2018)
Director, LeadForte Consulting
Oversees Human Resources

Dr. Nazry Bahrawi (appointed 1 Aug 2019)
Assistant Professor of Southeast Asian Literature and
Culture, University of Washington
Oversees Core Programme

Ms. Jean Tay (appointed 1 Feb 2023)
Playwright
Oversees Programmes

Mr Arun Mahizhnan (appointed 23 Sep 2008)
Special Research Adviser, Institute of Policy Studies
Vacated position in Nov 2025

Mr. Karnan Thirupathy (appointed 1 Oct 2025)
Partner, Kennedys Law LLP
Oversees Nominations/Board Succession, and
Reviews of Processes/Internal Audit

Mr. Fairoz Ahmad (appointed 1 Apr 2025)
Author and Social Impact Advisor
Oversees Networks, Influence in Academia and
Education

GOVERNANCE

The Board reviews and approves the strategic plan and annual budget prepared by the management, and reviews the performance of the key executive staff. No staff sit on the Board. Board members do not receive remuneration.

The Board takes an active approach to the selection, recruitment, and induction of new Board members, with ongoing succession planning.

Evaluation of Board effectiveness is done every two years by the Board in group discussion.

ANNUAL MEETINGS

Four Board meetings were held in the year. Dr Bahrawi is based overseas and was unable to attend in person; Ms Loh, Mr Chew, and Mr Mahizhnan were each absent for one meeting. In addition to Board meetings, each Director attended working committee meetings, and working meetings with ITI staff.

AUDITOR: Mr. Liaw Wei Kee of JCP Trust PAC

BANKERS: United Overseas Bank Ltd, and Standard Chartered Bank (Singapore) Ltd.

KEY EXECUTIVE STAFF

Mr T. Sasitharan, Director

Appointed 1 Dec 2009

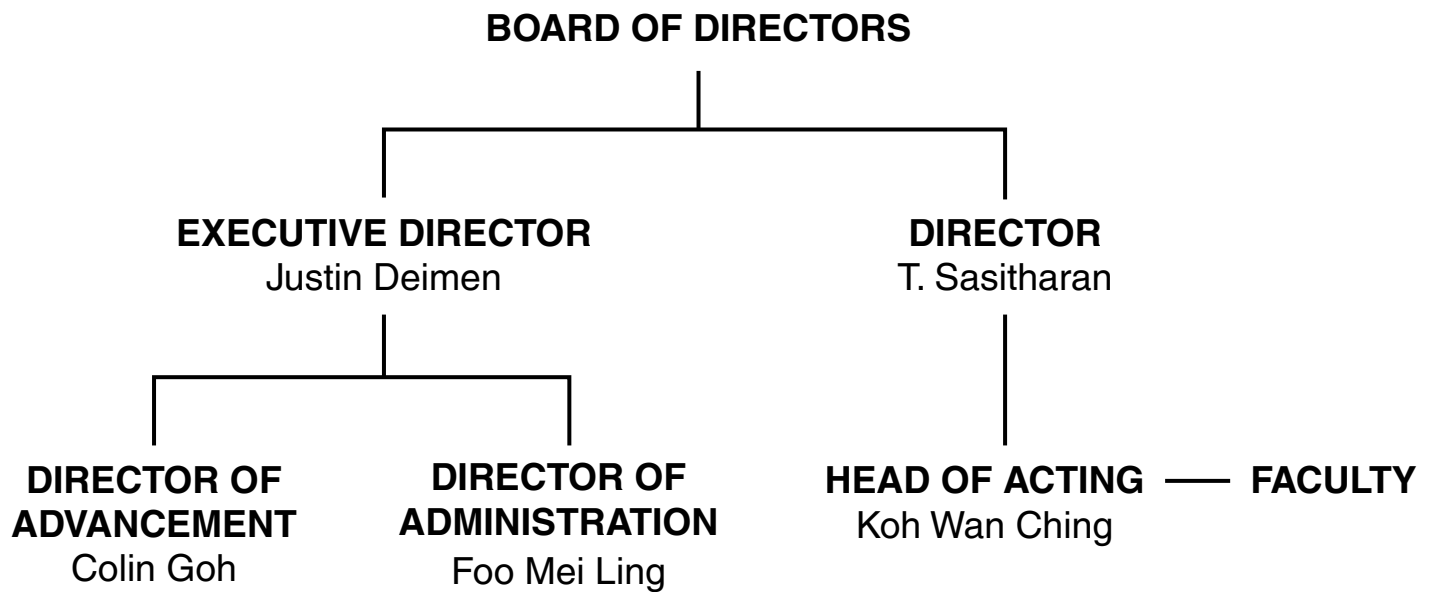
Co-founded the Theatre Training & Research Programme (TTRP), the predecessor of ITI, and was Director from its founding to its acquisition by ITI in 2009; previously Artistic Director of The Substation; has experience in acting, theatre, and critical writing.

Mr Justin Deimen, Executive Director

Appointed 7 Nov 2024

Former Managing Partner of Aurora Media Holdings and Executive Director of the Southeast Asian Audio-Visual Association; has extensive experience in creative talent and business management, fundraising, production and training.





ORGANISATION STRUCTURE

In October 2025, the Board welcomed Mr Karnan Thirupathy as successor to Mr Mahizhnan, under the continued leadership of Chairman Mr Andrew Nai.

ITI is deeply grateful to Mr Mahizhnan for his 17 years of leadership, as he resigned from the Board in November 2025.

In January 2026, Mr Colin Goh joined ITI as Director of Advancement, a newly created role, succeeding Ms Josephine Tan who retired from ITI as Director of Development.

Ms Loh indicated plans to step down in June 2026, with her successor already identified.

REVIEW OF THE PERIOD

1 April 2025 to 31 March 2026

Intercultural Theatre Institute (“ITI”) continued its theatre training programme, offering the world’s only Professional Diploma in Intercultural Theatre (Acting), as well as its ongoing work towards building the regional arts ecosystem and establishing longer term sustainability for the institution.

Three of four students graduated in December 2025 with a Professional Diploma in Intercultural Theatre (Acting). The fourth student will return to ITI in 2027 to complete his Wayang Wong module, and fulfill his qualification.

All four students completed two public performances: Joel Tan’s **No Particular Order**, directed by acclaimed theatre practitioner Jean Ng, presented at the Drama Centre Black Box; and **Othello**, the graduating cohort’s final production, directed and adapted by the internationally acclaimed Hong Kong theatre artist Tang Shu-wing, presented in collaboration with Esplanade – Theatres On The Bay.

In January 2026, three out of four students matriculated into their final year, and five out of five students matriculated into their second year of training. Five students were enrolled for the academic year beginning on 2 January 2026.



STUDENT PERFORMANCE DATA

for Academic Year 2025 (Jan to Dec)

Cohort	Progression Rates	Benchmark*
Year 2	100%	100%
Year 1	100%	85%

*average of preceding three years)

CORE CURRICULUM AND PRODUCTIONS

ITI carried out the curriculum without issues, with classes proceeding in Acting for the Contemporary Stage; Immersions in Theatre Traditions (Wayang Wong and Kutiyattam); Voice & Speech; Movement for Acting & Performance; Post Modular Lab; Humanities/Cultural and Literary Theory; Technical Theatre for Acting & Performance; Taiji for Actors; and for the Year 3 students, various seminars and the Final Year Theatre-making Project, in addition to the public performances.

2025

This year marked **ITI's 25th Anniversary**, opening with a full calendar of events and the launch of the **ITI25 scholarship** – the first scholarship covering full tuition fees for local and international students to train at ITI, for up to three years. This new scholarship supports outstanding candidates who seek to train in ITI's distinctive intercultural conservatory programme and join a global community of artists, educators, and cultural leaders.



Continuing its commitment to creating opportunities for the wider theatre and arts community, ITI opened submissions for the second **Residency at ITI** in April, inviting local and Singapore-based arts practitioners to engage in practice research and experimental performance-making processes with free access to ITI studios.

Through the **Open Call**, two artist/artist-groups were selected. For the first residency period, artists **Jereh Leung, Nirmala Seshadri, Jing Ng**, and **Hemalatha Ramani**; and for the second, theatre practitioner and educator **Chelsea Cruthers**.

In early May, the ITI graduating class of 2025 had their first public performance with ***No Particular Order*** written by Joel Tan and directed by Jean Ng, at the Drama Centre Black Box (1–3 May). Towards the end of May (24, 30 & 31), the artists-in-residence presented Open Sessions: 'Ghosts of Remembrance', which consisted of two workshops/gatherings and a work-in-progress showing of ***the body opens the day***, a developing performance work.

inITlate, ITI's official alumni association, launched in June 2025 in collaboration with the Mindanao InterCultural Exchanges (MICE) at Jose Rizal Memorial State University in the Philippines. The event was also streamed online. The association will foster connections among graduates across generations and countries, and aims to support artistic exchange, collaboration and mutual support. inITlate's first in-person gathering will take place during the 5th edition of the Asian Intercultural Conference (25–28 November).

On 11 July, ITI's annual recruitment event, **ITI25 Open House**, brought 16 new faces to the school for trial classes in Movement, Voice & Speech, and Wayang Wong with ITI's esteemed international faculty.

Alumna Giorgia Ciampi Tsolaki ('14), currently a Professor at the University of Essex, Department of Drama (UK), returned to Singapore to engage in research on intercultural training. During her time at ITI, she facilitated a workshop for performers titled '**Beyond Form: Breath, Bones and Awareness**' (2–3 Aug).

From 28 to 30 August, the Year 3 students presented their original work in ***Final Year Individual Project (FYiP) 2025***. Audiences from the local arts community, supporters, family, and friends experienced an intimate evening of imaginative stories exploring identity, trauma, courage, and agency, brought to life with minimalist staging and compelling performances.

On 3 September, Year 1 and 2 students presented ***An Evening of Wayang Wong*** to a full audience at Stamford Arts Centre Black Box. Guests from the local and international arts community, government officials, diplomats, business leaders, and members of the media were in attendance.

The second artist-in-residence, Chelsea Cruthers, presented her work-in-progress **The Documentary** for Open Sessions, in fulfilment of the residency requirement to offer possibilities for engaging with new audiences in Singapore. The session was fully booked with 63 people across two showings.

The **ITI25 Workshop Series: Being, Becoming, Sustaining** (31 May - 20 Jun 2025) consisted of three workshops with multiple sessions led by ITI faculty and alumnus Andy Ng Wai-shek, ('03), actor and educator Yazid Jalil ('15), and Head of Acting Koh Wan Ching. These workshops provided local practitioners opportunities for short-term, intensive training and engagement with various approaches to intercultural methodology.

Othello, the graduating cohort's final production, was directed and adapted by the internationally acclaimed Hong Kong theatre artist Tang Shu-wing, and presented in collaboration with Esplanade – Theatres On The Bay from 6 to 8 November. Lastly, from 3 to 7 December 2025, ITI hosted '**In & Out 進退出入**', an acting workshop conducted in Mandarin, led by faculty member Li Xie.



2026

In January 2026, **ITI Open House** marked the first public programme for the year, opening ITI's studio doors to 12 local performing artists interested to learn about ITI's unique training through classes in Movement, Voice & Speech, and Kutiyattam.

In March, ITI presented ***An Evening of Kutiyattam*** (10–11 Mar) at Studio 3, drawing 80 attendees across two nights. Illuminated by candlelight and driven by energetic drumming, Year 1 and 2 students demonstrated their engagement with the 2,000-year-old Sanskrit theatre form through explosive movement and larger-than-life expression. On the 14th, local arts group Wushiren Theatre hosted Spanish theatre-maker Javier Cárcel Hidalgo-Saavedra at ITI for a practice research sharing session titled '**HIC SUNT LEONES**', with ITI students, alumni and members of the public in attendance.



ALUMNI

Also in this period, ITI received affirmation of its work through the achievements of its alumni. ITI alumni have continued to prove the value of the training and contributed to their communities. In Singapore alone:

Krys Yuan ('24) was awarded the inaugural Shahid Nasheer Memorial Fellowship at Checkpoint Theatre for 2025-2026.

Grace Kalaiselvi ('14) co-directed *INVISIBLE*, a play about disability and empathy, with playwright Haresh Sharma. The production was presented by ART:DIS and The Necessary Stage as part of the ART:DIS Emerging Artist programme, supporting the professional development of disabled artists.

Al-Matin Yatim ('15) won Best Actor – Telemovie/Anthology at Mediacorp's Pesta Perdana Awards 2025 for his performance in *Belaian*. **Wan Ahmad ('22)** was also nominated for Most Promising Artist at the same event.

Tysha Khan ('19) and **Md Riduan ('22)** feature in the short film *BUAH* (Fruit), which premiered at the 30th 부산국제영화제 Busan International Film Festival (BIFF). The film has since been selected by 18 international festivals across Asia, Europe, North America, and Africa — winning awards at Festival du court métrage de Clermont-Ferrand, Palm Springs International ShortFest, and Seoul International Women's Film Festival.

Tysha also won Best Performance in the Southeast Asian Short Film Competition at Singapore International Film Festival.



Seng Soo Ming ('08) directed *My Body is (Not) My Body*, a devised performance about notions of body, power and agency, performed by NAFA students in Singapore.

Zachary Ho ('08) featured in an episode of Channel News Asia's *Pause With Purpose: Surviving the Wild*, exploring the jungles of Borneo.

Yazid Jalil ('15) performed in *Animal Farm* by The Finger Players, 'a darker, wittier, and more visceral' interpretation of the classic Orwell novel, adapted and directed by Oliver Chong, commissioned by SIFA.

Wan Ahmad ('22) and **Liz Sergeant Tan ('16)** performed in Checkpoint Theatre's *The Fourth Trimester* at the Drama Centre Theatre.

Regina Foo ('17) co-directed the *A Walk in the Woods: Story of the Clementi Forest*, a puppetry show performed by seniors from Lions Befrienders in Clementi.

Vignesh Singh ('20) performed in *Dido and the Belindas*, a theatrical performance art event directed by Ong Keng Sen for T:Works

Chow Chee Yew ('24), **Daisy Zhao Xiaoqing ('22)**, and **Yolanda Cheng Kam Yiu ('23)** formed a new collective called the Runaway Kids, presenting their first production - an original play titled *As With the Wind* - written by Chee Yew.



FUNDRAISING

ITI continued working to raise funds through donations, grants and other support, and to raise scholarships and a loan fund for students. The National Arts Council continued to support ITI’s work, through a yearly operations and research grant awarded to ITI from Oct 2025 to 2028.

FACULTY AND STAFF

During the review period, ITI was supported by:

Director cum Full-time Teacher	1
Full-time teachers	6
Part-time teachers	4
Full-time administrative support	9
Part-time administrative support	1
Part-time finance staff	1
Total	22

FINANCIAL MATTERS

ITI recorded a deficit of \$15,328 for the year, ending with improved retained earnings of \$2,073,851. The deficit was cut down but expenditure rose alongside inflation and other programme costs and annual reviews of salaries. ITI has encountered lower intake of students since the pandemic and this has affected income but there continues to be a stabilisation of intake and potential applicants deferring their admission to the year after so we anticipate a rise in intake in the coming years. Measures have been taken in recalibrating efforts internally towards reaching new pipelines of potential students.

There has also been a continued drop in donations primarily due to landscape changes as well as changes in personnel, but new avenues of donor cultivation are showing progress alongside ITI’s leadership renewals. The transition from the previous Director of Development’s longstanding leadership to the newly defined role of Director of Advancement marks a broader shift in our approach to philanthropy, partnerships and public engagement.

Building on previous management’s contributions, we aim to move further up the cultural value chain, strengthening our role as ecosystem builders who connect artists, institutions, communities and funding to support a more sustainable arts sector.

As our 25th anniversary year draws to a close, we are preparing for significant changes in leadership roles across 2026–2027.

These transitions, alongside new programmes and partnerships, are part of a deliberate effort to secure ITI's long-term future, sustaining the depth of our training while extending our contribution to the wider cultural landscape.

A further three-year grant from the National Arts Council from 2025 to 2028 has been secured and in discussions for funding according to its programme milestones to be delivered.

In 2016, ITI established the Möbius Fund to provide loans to students who require financial assistance with course fees and living expenses. The loans are unsecured and non-interest-bearing up till one year after the student's graduation. Students are expected to complete repayment 11 years after graduation.

As at 31 March 2026, the Fund had accumulated \$1,769,443 since its inception, had received \$130,328 in repayments, and had a balance of \$16,456.



STAFF MATTERS

In this period, 2 staff received annual remuneration of more than \$100,000 and less than \$150,000 (and therefore also less than \$200,000). There was no paid staff who is a member of the family of the key executive staff or any board member of ITI, and no such staff who received remuneration exceeding \$50,000.

RESERVES POLICY

ITI aims to hold reserves equivalent to at least 2 years' operating budget and is currently working towards this aim via strategic donors. The purpose is to tide over the organisation if there are times of financial difficulty. \$300,000 is to be held as cash or cash equivalents, and the balance is to be held as a fund, held and/or invested in accordance with the directions of the Board. The reserve fund may be used only with Board approval.

POLICY ON CONFLICT OF INTEREST

To ensure the integrity and accountability in the performance of their official duties, board members and staff are required to declare any potential conflict of interest using a declaration form. The individual will then abstain from any discussion, voting or decision-making on the matter in question. For a Board member, the member should also offer to withdraw from the meeting, and the Board shall decide whether this should be accepted.



FUTURE PLANS AND COMMITMENTS

- Graduate 3 students in December 2026, conferring the Professional Diploma in Intercultural Theatre (Acting).
- Begin classes in the Professional Diploma in Intercultural Theatre (Acting) on 2 January 2027 for Academic Year 2027, with Year 1, 2 and 3 students.
- Launch two key initiatives: **RASA** (Resourcing Arts Sustainability in Asia), a new arts and culture think-tank, and the **Wilkie Arts Collective** (WAC), bringing together artists and arts organisations at ITI's premises through shared programming, creative collaboration and neighbourhood engagement.
- Convene the triennial **Asian Intercultural Conference** (AIC) for 2026.
- Release **ITI's feature-length documentary**.
- Recruit an internationally distinguished Artistic Director as part of ITI's succession planning.
- Maintain and/or improve current operational standards.
- Continue work to establish long-term sustainability through securing an endowment anchor.

