

Today's Opportunities, Tomorrow's Celebrations



2015/2016

ANNUAL REPORT

For the period ending 31 March 2016

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CHAIRMAN'S MESSAGE



FY2015 was another successful year for SEAB. SEAB continued to maintain high standards in the conduct of national examinations, spending considerable time in identifying risks that could affect the conduct of the national examinations. This was over and above the regular review of established standard procedures for national examinations. The efforts paid off. When two major train service disruptions occurred during the national examinations in 2015, SEAB, in collaboration with other agencies, responded swiftly to ensure the continuity of the national examinations. The spirit of preparedness and togetherness helped ensure that affected examination candidates were able to sit their papers.

In 2015, the e-Examinations recorded another milestone with the introduction of 'Oral with Video Stimulus' component in the GCE A-Level H1 Mother Tongue Language examinations taken by about 5,000 candidates. This signalled the importance placed on oral communications in learning our mother tongue languages.

As an organisation which prides itself on innovation, SEAB has in place a research agenda that looks into the development of new assessment products and services to better serve schools and students. One such product is the Singapore Mathematics Skills Check for Primary Two, an online standardised test to assess students' mastery of foundational mathematical knowledge and skills at the end of Primary Two. To complement the test instrument, SEAB launched a programme 'Purposeful Assessment Collaboration for Educators (P.A.C.E.)' to guide teachers in the use of the instrument.

SEAB continues to have an important role in raising the assessment literacy of teachers. About 70 workshops were conducted for about 2,000 teachers in 2015. SEAB also participated and presented papers at a number of overseas conferences.

SEAB recognises the importance of sharing its experiences and practices in administering large scale examinations with international counterparts and local agencies. In 2015, SEAB hosted education agencies from Japan, Thailand, China, Kazakhstan, Indonesia and Singapore.

I am pleased that SEAB obtained its ISO 27001:2013 and Eco-Office certifications in 2015. These testify to SEAB's commitment to organisational excellence. As an organisation that values people, SEAB has always placed a strong focus on the well-being of its staff. The attainment of the Singapore Health Award (Silver) is testimony to the people-centred practices SEAB has put in place over the last few years. We are delighted that nine SEAB staff have been conferred national awards, and two innovative projects have been accorded the MOE Innergy Awards.

SEAB has embarked on a Business Process Re-engineering study, to look into ways to further enhance operations in national examinations. Technology is one key enabler that SEAB would leverage on to deliver more value-added services to its clients, to enhance the resiliency of examination processes, and to step up SEAB's agility to meet future challenges.

I would like to place on record my appreciation to the Board Members and SEAB staff for their strong sense of duty and commitment. In particular, I would like to put on record my appreciation to our former Board Members for their unstinting and invaluable contributions: Mr Ahsanul Kalam Bin Mohamed Sani, DC Lim Kok Thai, Mr Ngien Hoon Ping, and Mr Don Yeo. I welcome three new Board Members: Mr Chan Cheow Hoe, Mr Jason Chen and Mr Richard Hoo. We look forward to their contributions to the Board.

The vision of SEAB is to be a trusted authority in examinations and assessment. It is a role to which SEAB is entrusted, and for which SEAB is committed to. In the coming years, SEAB will continue its journey as an organisation par excellence. In this regard, there will be a strong focus on staff learning, on re-engineering business processes and on exploiting technology to innovate our products and services.



Ms Ho Peng
Chairman, SEAB

GOVERNING BOARD

Ms Ho Peng

Chairman of
Singapore Examinations
& Assessment Board

Advisor,
Ministry of Education



Mr Ngien Hoon Ping

Chairman of Audit Committee

Deputy Secretary
(Performance),
Ministry of Finance



Mr Ahsanul Kalam Bin Mohamed Sani

Chairman of Business
Committee

Global Bid Manager, Dimension
Data Asia Pacific Pte Ltd



Mr Don Yeo

Member of Audit Committee

Deputy President
(Administration),
National University of Singapore



Professor Bernard Tan

Member of Establishment
Committee

Vice Provost
(Undergraduate Education),
National University of Singapore



Mr Jonathan Yuen

Member of Business
Committee

Partner,
Rajah & Tann Singapore LLP



DC Lim Kok Thai

Member of Audit Committee

Deputy Commissioner (Policy)
Singapore Police Force



Mr Wong Siew Hoong

Member of Establishment
Committee

Director-General of Education,
Ministry of Education



Ms Tan Lay Choo

Member of Establishment
Committee & Business
Committee

Chief Executive,
Singapore Examinations
& Assessment Board



CORPORATE GOVERNANCE

Audit Committee

The Audit Committee provides guidance on the financial governance of SEAB. Its purpose is to ensure the adequacy of the Boards' financial reporting process, including the internal control structure and procedures for financial reporting, and monitor the integrity and appropriateness of SEAB's financial statements.

Chairman: Mr Ngien Hoon Ping
Members: DC Lim Kok Thai
Mr Don Yeo

Establishment Committee

The Establishment Committee provides guidance on overall human resource strategies to support the Board's performance. Its purpose is to ensure that SEAB has an effective organisational structure and appropriate manpower establishment, and that sound human resources and competitive compensation policies and practices are in place.

Chairman: Ms Ho Peng
Members: Professor Bernard Tan
Mr Wong Siew Hoong
Ms Tan Lay Choo

Business Committee

The Business Committee provides guidance on building the business capabilities of SEAB.

Chairman: Mr Ahsanul Kalam Bin Mohamed Sani
Members: Mr Jonathan Yuen
Ms Tan Lay Choo

CORPORATE PROFILE

Vision

A trusted authority in examinations and assessment, recognised locally and internationally

Mission

We assess educational performance so as to certify individuals, uphold national standards and advance quality in assessment worldwide

Core Values

Integrity

We act with honesty at all times.
.....

Commitment

We give our best at all times to meet the needs of our customers.
.....

Teamwork

We combine our talents and effort for superior outcomes. Together, each achieves more.
.....

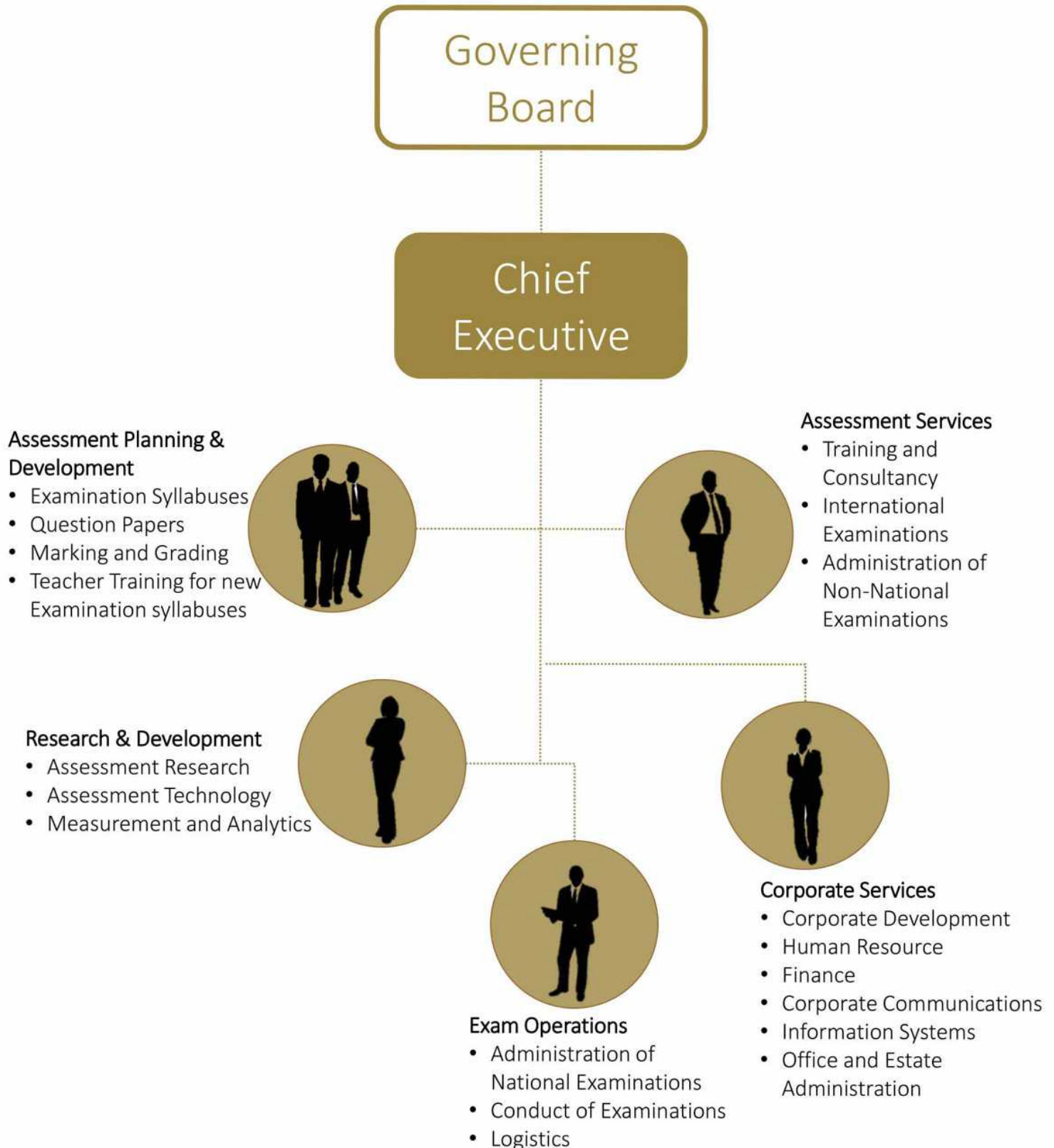
Value People

We respect and care for our people. Each one makes a significant contribution to our organisation.
.....

Professionalism

We live by high standards of work and conduct. We live continuously to improve our knowledge and skills.
.....

ORGANISATION STRUCTURE



SENIOR MANAGEMENT



Front row (Left to Right)

Ms Yeo Su-Lin Selena
Director, Corporate Services

Ms Tan Lay Choo
Chief Executive

Mrs Cheah Mei Ling
Director, Research and
Development

Back row (Left to Right)

Mr Toh Poh Guan
Director, Assessment Services

Mr Lee Ah Huat
Director, Assessment Planning
and Development

Mr Yue Lip Sin
Director, Assessment Planning
and Development

Mr Pang Chong Han
Director, Exam Operations

YEAR AT A GLANCE

1 April 2015 to 31 March 2016

April 2015

- Awarded the 2014 Singapore HEALTH Award (Silver)

June 2015

- Awarded two Silver Awards for MOE Innergy Award 2015
- Presented paper at the Redesigning Pedagogy International Conference 2015, Singapore

April to June
2015

July 2015

- Achieved ISO 27001:2013 certification
- Hosted visit for the Naruto University of Education, Japan
- Conducted *iPSLE* from 2 to 13 July
- Completed Specialist Diploma in Educational Assessment for 2014 cohort
- Presented paper at The International Federation for the Teaching of English Conference, New York City, United States

August 2015

- Hosted visit for the
 - National Institute of Educational Testing Service (Public Organisation), Thailand
 - Institute for Promotion of Teaching Science and Technology, Thailand
 - Singapore Centre for Chinese Language
- Presented paper at Pacific Rim Objective Measurement Symposium, Fukuoka, Japan

September 2015

- Conducted the GCE N(A)-Level and N(T)-Level examinations from 14 September to 13 October
- Delivered a keynote speech at the International Seminar on Criteria-based Assessment, Helsinki, Finland
- Presented papers at the 4th International Conference on the Teaching and Learning of Chinese as a Second Language, Singapore
- Conducted the School Placement Exercise for Returning Singaporeans – Secondary on 29 September
- Conducted the Admissions Exercise for International Students from 29 to 30 September

July to September
2015

October 2015

- Conducted the PSLE from 1 to 7 October
- Conducted the GCE O-Level examination from 5 October to 13 November
- Conducted the GCE A-Level examination from 14 October to 3 December
- Participated in the plenary session at the International Association for Educational Assessment

November 2015

- Release of 2015 PSLE Results
- Hosted visit for the Nazarbayev Intellectual Schools, Kazakhstan

December 2015

- Release of 2015 GCE N(T)-Level and N(A)-Level examination results
- Hosted visit for the Shandong Provincial Academy of Education Recruitment and Examination, China
- Conducted the Supplementary Placement Exercise on 17 December
- Achieved re-certification for Eco-Office

October to December
2015

January 2016

- Release of 2015 GCE O-Level examination results
- Hosted visit for the
 - SAF Learning Transformation Advisory Board, Singapore
 - National Environment Agency, Singapore

February 2016

- Hosted the inaugural 'Conversations with SEAB' for the participants of the National Institute of Education's Management and Leadership in Schools programme
- Conducted the Supplementary Admission Exercise for International Students

March 2016

- Release of 2015 GCE A-Level examination results
- Hosted visit for the National Institute for Public Administration, Indonesia

January to March
2016

NATIONAL EXAMINATIONS STATISTICS

Overall



135,001**
Candidates



221
Subjects



620
Papers



1,686,572
Scripts

GCE N(T)-Level

5,335* candidates
16 subjects
46 papers
80,621 scripts

GCE N(A)-Level

12,060* candidates
22 subjects
60 papers
203,440 scripts

PSLE

39,757* candidates
25 subjects
71 papers
443,325 scripts

GCE O-Level

50,155* candidates
69 subjects
223 papers
719,808 scripts

GCE A-Level

27,694* candidates
89 subjects
220 papers
239,378 scripts

* Refers to the number of candidates who registered for at least one subject in the respective examination level.

** Refers to the total number of candidates who registered for one or more level of examinations. For example, candidates in the N(A) course may also register for subjects at the O-Level.

PSLE

66.2% qualified for Express

10.4% qualified for N(T)-Level

21.7% qualified for N(A)-Level

1.7% not posted



GCE N(T) - Level

96.6% awarded certificate

GCE N(A) - Level

99.5% awarded certificate

GCE O-Level

96.1% with at least 3 O-Level passes

83.8% with at least 5 O-Level passes

GCE A-Level

*93.1% with at least 3 H2 passes, with
a pass in General Paper or Knowledge
& Inquiry*

FINANCIAL OVERVIEW



Revenue

\$17,083,879

[\$40,926,175 for 2014]

Operating Grants

\$65,769,196

[\$35,956,990 for 2014]

Accumulated surplus

\$52,434,246

[\$50,392,922 for 2014]

\$78,686,343 Operating Costs

[\$75,411,993 for 2014]

YEAR IN REVIEW

KEY HIGHLIGHTS



NATIONAL EXAMINATIONS

NATIONAL EXAMINATIONS

2015 Primary School Leaving Examinations (PSLE)

The 2015 PSLE written examinations were conducted from 1 to 7 October 2015. The examination results were released on 25 November 2015.



2015 Singapore-Cambridge GCE N(T)-Level and N(A)-Level Examinations

The GCE N(T)-Level and N(A)-Level written examinations were conducted from 14 to 22 September 2015 and from 5 to 13 October 2015 respectively. The examination results were released on 17 December 2015.



The GCE N(A)-Level certificate is awarded to candidates who obtain a pass grade of Grade 5 or better in at least one N(A)-Level subject. The GCE N(T)-Level certificate is awarded to candidates who obtain a pass grade of Grade D or better in at least one N(T)-Level subject.



2015 Singapore-Cambridge GCE O-Level Examination

The 2015 GCE O-Level written examinations were conducted from 5 October 2015 to 13 November 2015. The examination results were released on 11 January 2016.



The GCE O-Level certificate is awarded to candidates who obtain Grade 6 or better in one or more subjects.

2015 Singapore-Cambridge GCE A-Level Examination

The 2015 GCE A-Level written examinations were conducted from 14 October 2015 to 3 December 2015. The results were released on 4 March 2016.



The GCE A-Level certificate is awarded to candidates who obtain Grade O or better in one or more subjects in the GCE A-Level examination or candidates who obtain Grade E or better in one or more subjects at H1-Level or H2-Level.

NATIONAL EXAMINATIONS

e-Examinations

2015 GCE O-Level and A-Level Mother Tongue Language 'B' syllabus (MTL B) e-Examinations

SEAB conducted a practice session for GCE O-Level and A-Level MTL B school candidates from 27 April 2015 to 8 May 2015 to familiarise schools with the examination system and processes.

The GCE O-Level and A-Level MTL B Oral with Video Stimulus component for the mid-year examinations were conducted on 15 July 2015 and 23 July 2015, respectively. The year-end examinations were held in November 2015. The examinations were conducted successfully for 2,260 secondary school and 335 junior college candidates.

Preparation for e-Examinations in 2016 GCE N(A)/N(T)/O-Level Examinations

In 2016, there will be a total of 22 subjects with e-Oral examination and nine subjects with e-Written examination. In addition to offering e-Examination for MTL B subjects, this will be the first year that the e-Oral format is administered to the GCE O-Level MTL/Higher Mother Tongue (HMT) and GCE N(A)/N(T)-Level MTL/Basic MTL/English Language (EL) Syllabus T examinations.

To prepare secondary schools, junior colleges and Millennia Institute, SEAB conducted briefings in end January 2016 to update them on the schedule of subject papers, ICT requirements and procedures for e-examinations. SEAB also conducted nine sessions to train key examination personnel on the use of the SEAB eExam System and the procedures to conduct the e-Oral examinations.

Introduction of Oral with Video Stimulus component into GCE A-Level H1 MTL Examination

About 5,000 JC1 candidates sat for the revised H1 MTL syllabus where Oral with Video Stimulus component was introduced for the first time in July 2015. To prepare students, SEAB collaborated with the Ministry of Education (MOE) to develop videos to facilitate teaching and learning, and the conduct of school-based assessments.



Preparation for e-Examinations in 2017 Primary School Leaving Examinations

In 2017, e-Oral examinations will be implemented for all six PSLE Mother Tongue subjects together with the revised Mother Tongue syllabuses. To prepare the primary schools, SEAB conducted briefings in mid-January 2016 to update the schools on the schedule of subject papers, ICT requirements and procedures for e-Examinations. SEAB also conducted eight training sessions to train the Supervisors for Oral Examination and Supervisors for e-Examination on the use of SEAB eExam System and the procedures to conduct the e-Oral examinations.

NATIONAL EXAMINATIONS

Other highlights

Waiver of Examination Fees for Singapore Citizen Students

From 2015, the national examinations fees are waived for all Singapore citizen students in government-funded schools.

Business Process Re-engineering

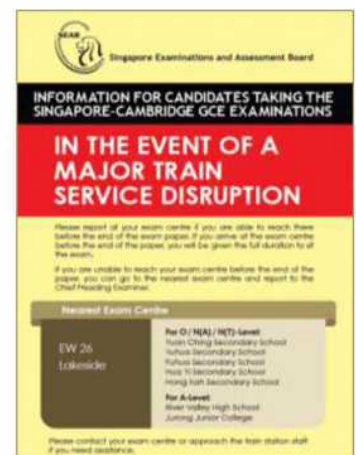
SEAB commissioned a Business Process Re-engineering (BPR) study for the conduct of national examinations. The objective of the study was to innovate and redesign the conduct of Singapore National Examinations to deliver more value-added services to customers, enhance resiliency and sustainability of the exam processes, and raise SEAB's responsiveness to meet current and future challenges through the innovative and prudent use of technology and processes. Recommendations from the BPR study have been endorsed by the Board. The implementation of the approved plans will be progressively carried out from 2016 to 2019.



Activation of Contingency Plans for National Examinations

On 25 September 2015, the GCE O-Level Music and Higher Music practical examinations were rescheduled to 29 September 2015 due to school closure as a result of forecasted hazardous haze conditions.

On 26 October 2015 and 25 November 2015, major train disruptions occurred on the North-East Line and North-West Line respectively. SEAB promptly activated the train disruption contingency measures to assist displaced candidates sitting for the GCE O-Level and GCE A-Level examinations on these two days. The affected candidates were given the full duration of their papers.



For both events, crisis communication plans had been prepared by SEAB in advance and these plans were activated for timely response. These included the engagement with key partners on the response plans, preparation of communication messages to schools and candidates and responses to public queries. SEAB sought to assure the public that the well-being and safety of candidates were of priority, and that processes were in place to handle such unexpected incidents and ensure fair assessment of affected candidates.



INTERNATIONAL RELATIONS & EXCHANGES

INTERNATIONAL RELATIONS & EXCHANGES

IAEA Conference 2015, Kansas, United States

Ms Tan Lay Choo, Chief Executive, SEAB, was invited to be part of a plenary session titled 'Testing As A Positive Force: Changing the Reality and Perception' at the annual International Association for Educational Assessment (IAEA) Conference 2015 held in the City of Lawrence in Kansas, United States, 11 to 15 October 2015. Ms Tan shared how the alignment of curriculum, instruction and assessment underpins the role of national examinations in Singapore, contributing to the nation's sterling educational achievements and outcomes today.



4th International Conference on the Teaching and Learning of Chinese as a Second Language

The 4th International Conference on the Teaching and Learning of Chinese as a Second Language hosted by Singapore Centre for Chinese Language was held from 9 to 10 September 2015 at the Ngee Ann Polytechnic. The conference was attended by more than 1,000 international participants from Asian countries (such as Brunei, China, Hong Kong, Taiwan and Macau) and western counterparts from Germany, Switzerland, United Kingdom and United States.

Ms Chua Lay Keng, Senior Assessment Specialist, and Ms Too Jye Yuen, Assessment Officer, gave presentations on 'Using Information and Communication Technology for the Assessment of Writing in Chinese Language and Research' and 'Findings on the Use of Video Stimulus in Assessing Oral Skills in Chinese Language', respectively. Both officers are from the Assessment Planning and Development Division.

Pacific Rim Objective Measurement Symposium (PROMS), Fukuoka, Japan

Mr Wong Cheow Cher, Lead Assessment Specialist, Measurement and Analytics from the Research and Development Division, presented a paper titled 'NLMixed Procedure to Derive the Standard Errors of True Score Equating for Partial Credit Tests' at the PROMS held in Fukuoka, Japan, 20 to 24 August 2015.

International Federation for the Teaching of English (IFTE) Conference

Mr Joshua Ang and Ms Low Ying Ping, Assessment Specialists from the Assessment Planning and Development Division, presented a paper titled 'Are Existing Assessment Modes for Literature Still Relevant in Today's World?' as part of a panel on 'Teaching Literature in a Diverse World' at the IFTE Conference held in Fordham University, New York City, United States, 6 to 9 July 2015.



International Seminar on Criteria-based Assessment, Helsinki, Finland

Mr Yue Lip Sin, Director, Assessment Planning and Development, was invited by the Finland Matriculation Examination Board as a keynote speaker at the International Seminar on Criteria-based Assessment held on 29 and 30 September 2015. The Seminar was jointly organised by the Finland Matriculation Examination Board and the Finnish Education Evaluation Centre. Mr Yue presented on 'Project Work and Language Oral Skill Assessment – The Singapore Experience' at the seminar. The presentation was well-received by the participants, which included teachers, academia, examination personnel and policy makers. Mr Yue also shared Singapore's e-Examination journey with the Finland Matriculation Examination Board as Finland will be digitising its matriculation examinations starting from 2016.



Redesigning Pedagogy International Conference 2015

Dr Rajenthiran Sellan, Assessment Specialist from the Assessment Planning and Development Division, presented a paper titled 'Redesigning English Language Pedagogical Practices: Expanding Assessment Constructs to Broaden Students' Learning' at the Redesigning Pedagogy International Conference 2015. The conference, which was organised by the National Institute of Education and held from 2 to 4 June 2015 in Singapore, provided a global platform for practitioners, researchers, educational leaders and policymakers to share their ideas and forge innovative directions for educational research and practice.

Publication of Asymptotic Standard Errors for Item Response Theory True Score Equating of Polytomous Items

A paper titled 'Asymptotic Standard Errors for Item Response Theory True Score Equating of Polytomous Items' authored by Mr Wong Cheow Cher, Lead Assessment Specialist, Measurement and Analytics Department, Research and Development Division, was published in the Journal of Educational Measurement, Volume 52, Issue 1, Spring 2015.

INTERNATIONAL RELATIONS & EXCHANGES

Corporate Visits

SEAB hosted a total of nine corporate visits from both local and overseas agencies. The organisations had visited SEAB to learn more about Singapore's National Examinations, the e-Examinations and *iPSLE*.

International

- Naruto University of Education, Japan
- National Institute of Educational Testing Service (Public Organisation), Thailand
- Institute for the Promotion of Teaching Science and Technology, Thailand
- Shandong Provincial Academy of Education Recruitment and Examination, China
- Nazarbayev Intellectual Schools, Kazakhstan
- National Institute for Public Administration, Indonesia



Naruto University of Education, Japan

Local

- SAF Learning Transformation Advisory Board, Singapore
- Singapore Centre for Chinese Language
- National Environment Agency, Singapore



SAF Learning Transformation Advisory Board, Singapore

5TH SDEA GRADUATION CEREMONY



ASSESSMENT SERVICES & PRODUCTS

ASSESSMENT SERVICES & PRODUCTS

iPSLE *International Primary School Examination*

19
iPSLE centres
as of 31 March 2016

The 2015 iPSLE was conducted from 2 to 13 July 2015. 1,352 candidates from 13 appointed examination centres sat the examinations.

The National High Jakarta School, Indonesia and Singapore International School of Bangkok renewed their appointment as iPSLE examination centres.

The Singapore International School @ Gamuda Gardens, Vietnam, and SD SPK Sampoerna Academy, Indonesia, were appointed as iPSLE examination centres on 12 January 2016 and 22 March 2016, respectively

Specialist Diploma in Education Assessment

The 2014 cohort completed the programme and fulfilled all the requirements prescribed by the Board of Examiners for the award of the Specialist Diploma in Educational Assessment (SDEA). The seven participants received their awards at the 5th SDEA Graduation Ceremony held on 22 July 2015. The 2015 cohort had also commenced their SDEA course on 16 March 2015.

Training and Consultancy Services

Between January and December 2015, a total of 71 workshops were conducted for about 2,100 teachers. The workshops included Introduction to Assessment for Beginning Teachers, Introduction to Assessment for Experienced Teachers, P4 Assessment Literacy Workshop, Secondary Assessment Workshop, Assessing Oral Presentation and Discussion in Higher Chinese Language, Assessment Literacy 2.2+ - School-based Assessment & Assessing Achievement, AL2.7: School-based Assessment & Achieving Assessment, and Quality Assessment & Marking in Primary Science.

Singapore Mathematics Skills Check for Primary Two (MathsCheck-P2)

The MathsCheck-P2 is an online standardised test to assess students' mastery of foundational mathematical knowledge and skills at the end of Primary Two. The 2015-2016 administration of MathsCheck-P2 commenced in October 2015 with 94 primary schools.

To complement the test instrument, SEAB launched 'Purposeful Assessment Collaboration for Educators (P.A.C.E.)', a training programme to guide teachers to plan a comprehensive Assessment for Learning (AfL) programme, to level up their students' mastery of Mathematics. To date, 83 teacher-leaders have attended the P.A.C.E. programme, and the participants have given positive feedback.

Supplementary Placement Exercise (SPE) Test

SEAB successfully conducted the SPE test for about 190 candidates on 17 December 2015.

SPERS/AEIS *School Placement Exercise for Returning Singaporeans* *Admissions Exercise for International Students*

On 29 and 30 September 2015, SEAB administered the AEIS and SPERS-Secondary tests on behalf of the Ministry of Education for about 3,500 candidates at the Singapore EXPO Convention & Exhibition Centre.

SEAB also successfully conducted the Supplementary-AEIS test for 1,642 candidates (comprising 844 for primary levels and 798 for the secondary levels) on 24 and 25 February 2016.



ORGANISATION EXCELLENCE

ORGANISATION EXCELLENCE



ISO 27001:2013 Certification The ISO27001 is a comprehensive security standard developed by the International Organisation for Standardisation (ISO). The standard prescribes the requirements for establishing, implementing, maintaining and continually improving an Information Security Management System (ISMS). The ISMS preserves the confidentiality, integrity and availability of information by applying a risk management process.

As SEAB handles confidential and sensitive information such as candidates' examination results, establishing and maintaining a high level of security form the cornerstone of SEAB's processes. The ISO27001 standards provide an international security standard for the benchmarking of SEAB's processes.

With the objective of checking and improving SEAB's information security systems, SEAB embarked on the ISMS journey and was awarded the ISO27001:2005 standards certification in 2009. In July 2015, SEAB was successfully certified to have converted to the new ISO 27001:2013 standard.



Eco-Office Re-Certification

SEAB achieved the Eco-Office re-certification in December 2015. The audit was conducted by auditors from the Singapore Environment Council. The certification is valid from 2015 to 2017.

Electronic Appraisal Module

The Electronic Appraisal Module on the Human Resource Management System (HRMS) was launched for SEAB's annual work review exercise in 2015. SEAB collaborated with PSD to develop the customised Electronic Appraisal Module for SEAB's dedicated use. Being the only Statutory Board to use the Electronic Appraisal Module on the Civil Service's HRMS for its staff, this innovative approach allowed SEAB to enjoy significant cost savings as compared to developing a system on our own.

Stakeholder Engagement

- 'Conversations with SEAB'

A review of the stakeholder engagement strategies was completed in 2015. One of the new initiatives arising from the review was to engage the middle management in schools and SEAB worked with the National Institute of Education to leverage on the Management and Leadership in Schools (MLS) Programme to reach out to the targeted stakeholder group. Named as 'Conversations with SEAB', such sessions aim to engage the schools' middle management in meaningful dialogue that can help to de-mystify examination myths, and clarify examination policies and processes. With the new knowledge gained, such school personnel will be better able to explain the policies and processes to their stakeholders. These sessions also allow SEAB to receive feedback on opportunities for improvement. The inaugural 'Conversations with SEAB' was held on 26 February 2016 with 27 MLS participants.



ORGANISATION EXCELLENCE

People – Our Most Important Asset



ORGANISATION EXCELLENCE

People Awards

2015 National Day Awards

Public Administration Medal (Bronze)

Mrs Cheah Mei Ling, Director, Research and Development

Commendation Medal

Mrs Chow Hong Kheng, Senior Assessment Specialist (Humanities)

Ms Ng Siew Kheng, Assessment Officer (Sciences)

Long Service Medal

Mr Syed Mohamed s/o Abdul Gaffoor, Senior Assessment Specialist (Languages & Literature)

Ms Premalatha d/o Parasuraman, Assessment Specialist (Tamil Language)

Ms Siti Zahara Bte Sukaimi, Assessment Specialist (Malay Language)

MOE Innergy Award 2015

Established in 2015, the MOE Innergy (Statutory Board) Awards recognise the innovation efforts of MOE statutory boards that have generated significant benefits to stakeholders. Two SEAB projects were awarded the Silver Award in 2015:

- 'Verification Check of Students' Response Files in Computer Applications (CPA) Examination' provided a solution that used technology to manage the softcopy submission of CPA scripts to the University of Cambridge International Examinations.
- 'Collection of PSLE Scripts from Group HQ and Marking Centres' introduced a centralised approach to the collection of PSLE scripts. SEAB officers are deployed to the Group HQs and Marking Centres to collect the examination scripts instead of requiring school leaders to return the scripts to the Tiong Bahru Examinations Centre. This change not only improved SEAB's internal processes but also benefited schools.

2015 Excellent Service Award

Launched in 1994, the Excellent Service Award (EXSA) is a national award that recognises individuals who have delivered quality service by developing service models for staff to emulate and creating service champions. Managed by seven industry lead bodies and supported by SPRING Singapore, EXSA is conferred at three levels: Silver, Gold, and Star. In 2015, three SEAB officers received the Award at each of the three levels:

Star Award

Mdm Sharifah Mufidah Bte Syed Mohamed Aljunied, Assessment Specialist (Humanities)

Gold Award

Ms Karen Tan, Manager (Exam Services)

Silver Award

Ms Cherral Teo, Senior Manager (PSLE)

Singapore HEALTH Award

The Singapore HEALTH (Helping Employees Achieve Life-Time Health) Award is a biennial award presented by the Health Promotion Board to give national recognition to organisations with commendable Workplace Health Promotion programmes.

In the last few years, SEAB organised a series of workplace health programmes for officers. The programmes included health screening, exercise programmes such as Hatha Yoga and Taiji, Workplace Happiness workshops, and health awareness talks. In recognition of these efforts, SEAB was awarded the 2014 Singapore HEALTH Award (Silver) Medal in April 2015. The award distinguishes SEAB as a caring employer who values our employees' health and well-being as well as recognises our efforts in promoting workplace health to help staff lead a healthy and vibrant life.

SEAB INSpire Awards 2015

The SEAB INSpire Awards, launched in August 2015, seek to recognise and reward SEAB officers for efforts in ideation, innovation, process improvements and service excellence. The 2015 INSpire Awards were given out in March 2016, comprising a total of 10 Bright Sparks Awards, 14 Service Excellence Awards, one Innovator Award, one Ideator Award and 22 WITS Awards.

Long Service Awards 2015

5 Years Long Service Award Recipients

Mr Pang Chong Han, Director, Exam Operations

Mr Jimmy Ng, Deputy Director, Exam Operations & Logistics

Mr Pang Kah Siong, Assistant Director, Office & Estate Management

Ms Karen Yap, Assessment Officer (Mathematics)

Ms Sharon Tan, Assessment Officer (Sciences)

Mr Tan Lee Sze, Assessment Specialist (Sciences)

Dr Tan Soon Cheng, Assessment Officer (Chinese Language)

Ms Ivy Wong, Manager, Assessment Services

Ms Christina Kum, Manager, Assessment Research & Technology

Mr Terence Woo, Manager (Ops Support)

Mr Kelvin Toh, Assistant Manager, Office & Estate Management

Mr Lim Yuxuan, Executive Assistant (PSLE)

10 Years Long Service Award Recipients

Mr Joshua Ang, Assessment Specialist (Languages & Literature)

Ms Goh Ying Ying, Research & Development Officer

Mr Nordin Salleh, Executive (O/N-Level)

15 Years Long Service Award Recipients

Ms Ng Siew Kheng, Assessment Officer (Sciences)

Ms Pauline Wong, Assessment Officer (Mathematics)

Mr Oliver Osman Junus, Assistant Director, Research & Development

Mr Tony Chin, Senior Manager, Exam Operations & Logistics

Ms Evelyn Teo, Manager (Ops Support)

Ms Renu Menon, Executive (Exam Regulation & Compliance)

Ms Nurasyiqin Jumat, Executive (A-Level/Course Work)

Ms Nur Suriati Abdul Gani, Executive Assistant (O / N-Level)



20 Years Long Service Award Recipients

Ms Elavarasi Sundararaju, Assessment Specialist (Tamil Language)

Ms Tang Kar Tian, Assistant Director (O/N-Level)

Mr Lee Kien Meng, Senior Manager (Financial Services)

Mr Teo Khee Shoon, Assessment Specialist, Measurement & Analytics

Mr Andrew Leo, Assessment Officer (Languages & Literature)

Ms Murugeswathy Ramasamy, Assessment Officer (Tamil Language)

25 Years Long Service Award Recipient

Mr Wong Cheow Cher, Lead Assessment Specialist, Measurement & Analytics

35 Years Long Service Award Recipient

Ms Ang Geok Tin, Executive (PSLE)

Financial Statements
Singapore Examinations and Assessment Board

31 March 2016

Board information

Registered office	298 Jalan Bukit Ho Swee Singapore 169565
Chairperson	Ms Ho Peng Advisor, Ministry of Education
Members	Mr Wong Siew Hoong Director-General of Education, Ministry of Education Ms Tan Lay Choo Chief Executive, Singapore Examinations & Assessment Board Mr Ahsanul Kalam Bin Mohamed Sani Global Bid Manager, Dimension Data Asia Pacific Pte Ltd DC Lim Kok Thai Deputy Commissioner (Policy), Singapore Police Force Mr Ngien Hoon Ping Deputy Secretary (Performance), Ministry of Finance Professor Tan Cheng Yian Bernard Vice-Provost (Undergraduate Education), National University of Singapore Mr Don Yeo Yong Kiang Deputy President (Administration) National University of Singapore Mr Yuen Djia Chiang Jonathan Partner, Rajah & Tann Singapore LLP
Banker	DBS Bank Ltd 12 Marine Boulevard, Marine Bay Financial Centre Tower 3 Singapore 018982
Independent auditor	Foo Kon Tan LLP Public Accountants and Chartered Accountants 47 Hill Street #05-01 Singapore Chinese Chamber of Commerce & Industry Building Singapore 179365

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Statement by the Singapore Examinations and Assessment Board


for the financial year ended 31 March 2016

In our opinion,

- (i) the accompanying financial statements of the Singapore Examinations and Assessment Board (the "Board") as set out on pages 4 to 28 are properly drawn up in accordance with the provisions of the Singapore Examinations and Assessment Act, Chapter 299A and Statutory Board Financial Reporting Standards so as to give a true and fair view of the financial position of the Board as at 31 March 2016 and of the results, changes in equity and cash flows of the Board for the financial year ended on that date;
- (ii) at the date of this statement, there are reasonable grounds to believe that the Board will be able to pay its debts as and when they fall due; and
- (iii) the receipts, expenditure, and investment of moneys and the acquisition and disposal of assets by the Board during the financial year have been in accordance with the provisions of the Act.

The Board has, on the date of this statement, authorised these financial statements for issue.

On behalf of the Board



.....
HO PENG
Chairman



.....
TAN LAY CHOO
Chief Executive

Dated: 19 July 2016

Independent auditor's report to the member of Singapore Examinations and Assessment Board

Report on the Financial Statements

We have audited the accompanying financial statements of Singapore Examinations and Assessment Board ("the Board"), which comprise the statement of financial position as at 31 March 2016, statement of comprehensive income, statement of changes in equity and statement of cash flows for the financial year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

The Board's management is responsible for the preparation and fair presentation of these financial statements in accordance with the provisions of the Singapore Examinations and Assessment Act, Chapter 299A and Statutory Board Financial Reporting Standards ("SB-FRS") and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

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

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

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements are properly drawn up in accordance with the provisions of the Act and Statutory Board Financial Reporting Standards so as to present fairly, in all material respects, the financial position of the Board as at 31 March 2016, and the results, changes in equity and cash flows of the Board for the financial year then ended on that date.

Independent auditor's report to the member of Singapore Examinations and Assessment Board (Cont'd)

Report on Other Legal and Regulatory Requirements

Management's Responsibility for Compliance with Legal and Regulatory Requirements

The Board's management is responsible for ensuring that the receipts, expenditure, investment of moneys and the acquisition and disposal of assets, are in accordance with the provisions of the Act. This responsibility includes implementing accounting and internal controls as management determines are necessary to enable compliance with the provisions of the Act.

Auditor's Responsibility

Our responsibility is to express an opinion on management's compliance based on our audit of the financial statements. We conducted our audit in accordance with Singapore Standards on Auditing. We planned and performed the compliance audit to obtain reasonable assurance about whether the receipts, expenditure, investment of moneys and the acquisition and disposal of assets, are in accordance with the provisions of the Act.

Our compliance audit includes obtaining an understanding of the internal control relevant to the receipts, expenditure, investment of moneys and the acquisition and disposal of assets; and assessing the risks of material misstatement of the financial statements from non-compliance, if any, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Because of the inherent limitations in any accounting and internal control system, non-compliances may nevertheless occur and not be detected.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on management's compliance.

Opinion

In our opinion:

- (a) the receipts, expenditure, investment of moneys and the acquisition and disposal of assets by the Board during the year are, in all material respects, in accordance with the provisions of the Act; and
- (b) proper accounting and other records have been kept, including records of all assets of the Board whether purchased, donated or otherwise.

FooKonTanLLP

Foo Kon Tan LLP

Public Accountants and
Chartered Accountants

Singapore

19 July 2016

Statement of financial position as at 31 March 2016

	Note	The Board 31 March 2016 \$	The Board and The Group 31 March 2015 \$
ASSETS			
Non-Current			
Plant and equipment	3	6,403,399	4,304,929
		6,403,399	4,304,929
Current			
Trade and other receivables	4	3,152,265	1,753,371
Prepayments		118,453	9,885
Cash and cash equivalents	5	68,075,497	66,972,152
		71,346,215	68,735,408
Total assets		77,749,614	73,040,337
EQUITY AND LIABILITIES			
Capital and Reserve			
Capital account	6	11,627,679	11,627,679
Accumulated surplus		52,434,246	50,392,922
Other losses		-	(1,002,415)
Total equity		64,061,925	61,018,186
Liabilities			
Non-current			
Obligations in respect of pension scheme	7	5,352,069	5,183,394
Deferred Income		291,093	-
		5,643,162	5,183,394
Current			
Trade and other payables	8	6,701,289	6,124,383
Income received in advance		477,369	664,853
Grants received in advance	9	3,269	45,780
Provision for contribution to Consolidated Fund	13	818,200	3,741
Deferred income		44,400	-
		8,044,527	6,838,757
Total liabilities		13,687,689	12,022,151
Total equity and liabilities		77,749,614	73,040,337

The annexed notes form an integral part of and should be read in conjunction with these financial statements.

Statement of comprehensive income for the financial year ended 31 March 2016

	Note	The Board		The Group
		Year ended 31 March 2016 \$	Year ended 31 March 2015 \$	Year ended 31 March 2015 \$
Revenue				
Examination fees		8,874,997	31,604,648	31,604,648
Other operating income	10	8,208,882	9,321,527	8,314,811
		17,083,879	40,926,175	39,919,459
Cost and operating expenses				
Examination and outsourcing fees		(23,123,233)	(21,856,843)	(21,856,843)
Staff costs	11	(26,213,834)	(25,059,592)	(25,059,592)
Depreciation of plant and equipment	3	(1,307,793)	(1,020,708)	(1,020,708)
Other operating expenses	12	(28,041,483)	(27,474,850)	(27,492,202)
Total operating expenses		(78,686,343)	(75,411,993)	(75,429,345)
Operating deficit		(61,602,464)	(34,485,818)	(35,509,886)
Non-operating income				
Interest income - fixed deposits		646,207	680,240	681,961
Deficit before grants and contribution to consolidated fund and taxation		(60,956,257)	(33,805,578)	(34,827,925)
Operating grants	9	65,769,196	35,956,990	35,956,990
Surplus before contribution to consolidated fund and taxation		4,812,939	2,151,412	1,129,065
Contribution to consolidated fund	13	(818,200)	(3,741)	(3,741)
Taxation	14	-	-	-
Net surplus for the year		3,994,739	2,147,671	1,125,324
Other comprehensive income				
Items that will not be reclassified subsequently to surplus or deficit				
Re-measurement of defined benefit obligations	7	-	(1,002,415)	(1,002,415)
Total comprehensive income for the year		3,994,739	1,145,256	122,909

The annexed notes form an integral part of and should be read in conjunction with these financial statements.

Statement of changes in equity

for the financial year ended 31 March 2016

The Board	Note	Capital account \$	Accumulated surplus \$	Other losses \$	Total \$
Balance at 1 April 2014		10,064,920	48,245,251	-	58,310,171
Net surplus for the year		-	2,147,671	-	2,147,671
Net actuarial losses arising during the year	7	-	-	(1,002,415)	(1,002,415)
Total comprehensive surplus for the year		-	2,147,671	(1,002,415)	1,145,256
Transactions with owners, recognised directly in equity					
Contributions by and distributions to owners					
Issue of shares	6	1,562,759	-	-	1,562,759
Balance at 31 March 2015		11,627,679	50,392,922	(1,002,415)	61,018,186
Net surplus for the year		-	3,994,739	-	3,994,739
Total comprehensive surplus for the year		-	3,994,739	-	3,994,739
Transactions with owners, recognised directly in equity					
Contributions by and distributions to owners					
Dividend paid	15	-	(951,000)	-	(951,000)
Balance at 31 March 2016		11,627,679	53,436,661	(1,002,415)	64,061,925

The annexed notes form an integral part of and should be read in conjunction with these financial statements.

Statement of changes in equity (Cont'd)

for the financial year ended 31 March 2016

The Group	Note	Capital account \$	Accumulated surplus \$	Other losses \$	Total \$
Balance at 1 April 2014		10,064,920	49,267,598	-	59,332,518
Net surplus for the year		-	1,125,324	-	1,125,324
Net actuarial losses arising during the year	7	-	-	(1,002,415)	(1,002,415)
Total comprehensive income for the year		-	1,125,324	(1,002,415)	122,909
Transactions with owners, recognised directly in equity					
Contributions by and distributions to owners					
Issue of shares	6	1,562,759	-	-	1,562,759
Balance at 31 March 2015		11,627,679	50,392,922	(1,002,415)	61,018,186

The annexed notes form an integral part of and should be read in conjunction with these financial statements.

Statement of cash flows

for the financial year ended 31 March 2016

	Note	The Board		The Group
		Year ended 31 March 2016 \$	Year ended 31 March 2015 \$ (restated)	Year ended 31 March 2015 \$ (restated)
Cash Flows from Operating Activities				
Deficit before grants and contribution to consolidated fund and taxation		(60,956,257)	(33,805,578)	(34,827,925)
Adjustments for:				
Depreciation of plant and equipment	3	1,307,793	1,020,708	1,020,708
Obligations in respect of pension scheme	7	230,954	246,619	246,619
Income received from assets transferred		(82,103)	(130,896)	(130,896)
Gain on disposal of plant and equipment	12	(366)	(1,271)	(1,271)
Gain on winding up of subsidiary		-	(1,006,716)	-
Interest income		(646,207)	(680,240)	(681,961)
Operating deficit before working capital changes		(60,146,186)	(34,357,374)	(34,374,726)
Decrease/(increase) in trade and other receivables		(1,307,613)	1,407,426	1,432,427
Decrease/(increase) in prepayments		(108,568)	184,554	186,133
Decrease/(increase) in amount due from subsidiary		-	22,530	-
Increase in trade and other payables		576,906	394,627	390,314
(Decrease) in income received in advance		(187,484)	(496,038)	(496,038)
Increase in deferred Income		335,493	-	-
Cash used in operations		(60,837,452)	(32,844,275)	(32,861,890)
Payment of pension scheme	7	(62,279)	(499,532)	(499,532)
Interest received		554,926	428,605	430,325
Payment to consolidated fund	13	(3,741)	-	-
Income tax paid		-	-	(3,523)
Grants received from Government	9	65,726,685	35,734,015	35,734,015
Net cash flows generated operating activities		5,378,139	2,818,813	2,799,395
Cash Flows from Investing Activities				
Purchase of plant and equipment		(3,324,160)	(2,524,682)	(2,524,682)
Proceeds from disposal of plant and equipment		366	1,271	1,271
Proceeds from winding up of subsidiary		-	1,006,718	-
Net cash flows used in investing activities		(3,323,794)	(1,516,693)	(2,523,411)
Cash Flows from Financing Activities				
Capital contribution received	6	-	1,562,759	1,562,759
Dividend paid	15	(951,000)	-	-
Net cash flows (used in)/generated from financing activities		(951,000)	1,562,759	1,562,759
Net increase in cash and cash equivalents		1,103,345	2,864,879	1,838,743
Cash and cash equivalents at beginning of year		66,972,152	64,107,273	65,133,409
Cash and cash equivalents at end of year	5	68,075,497	66,972,152	66,972,152

The annexed notes form an integral part of and should be read in conjunction with these financial statements.

Notes to the financial statements

for the financial year ended 31 March 2016

1 General information

The Singapore Examinations and Assessment Board (“SEAB” or the “Board”) was established under the Singapore Examinations and Assessment Board Act 2003 on 1 April 2004 as a statutory board. SEAB, formerly the Examinations Division of the Ministry of Education (“MOE”), was formed to develop and conduct national examinations in Singapore and to provide other examination and assessment services, locally as well as overseas. SEAB will collaborate with MOE on all national examinations.

The registered office and principal place of operations of the Board is at 298 Jalan Bukit Ho Swee, Singapore 169565.

The primary functions and duties of the Board are:

- (i) To develop and devise national examinations which would support and promote the goals and objectives of Singapore’s education systems;
- (ii) To organise and conduct the national examinations;
- (iii) To serve as the examining authority for any of the national examinations or such modules or components of any of the national examinations as the Board may, in consultation with the Minister, determine;
- (iv) To publish and disseminate information on matters relating to the Board’s functions and duties;
- (v) To provide advisory and consultancy services and training in Singapore or elsewhere on matters relating to the national examinations and assessment generally, and;
- (vi) To carry out such other functions and duties as are imposed upon the Board under the Singapore Examinations and Assessment Board Act 2003 or any other written law.

2(a) Basis of preparation

The financial statements have been prepared in accordance with the provisions of the Singapore Examinations and Assessment Board Act 2003 and Statutory Board Financial Reporting Standards (“SB-FRS”) as promulgated by the Accountant-General. The financial statements have been prepared under the historical cost convention, except as disclosed in the accounting policies below.

The financial statements of the Group for the financial year ended 31 March 2015 comprised the Board and its subsidiary, Sigma Assessment Services Pte Ltd (“Sigma”). On 12 January 2015, Sigma completed its members’ voluntary winding up process and a first and final distribution of \$1,006,718 was transferred to the Board. Accordingly, the statement of financial position of the Group was the same as Board’s statement of financial position as at 31 March 2015.

The financial statements of the Board are presented in Singapore dollars (“SGD” or S\$”).

2(a) Basis of preparation (Cont'd)

Significant accounting estimates and judgements

The preparation of the financial statements in conformity with SB-FRS requires the management to exercise judgements in the process of applying the Board's accounting policies and requires the use of accounting estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the end of the reporting period and the reported amounts of revenues and expenses during the financial year. Although these estimates are based on management's best knowledge of current events and actions, actual results may differ from those estimates.

The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the financial year in which the estimate is revised if the revision affects only the financial year or in the financial year of the revision and future financial years if the revision affects both current and future financial years.

Key sources of estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the balance sheet date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below. The Board based its assumptions and estimate on parameters available when the financial statements were prepared. Existing circumstances and assumptions about future development however, may change due to market changes or circumstances arising beyond the control of the Board. Such changes are reflected in the assumption when they occur.

Depreciation of plant and equipment

The cost of plant and equipment is depreciated on a straight-line basis over their useful lives. Management estimates the useful lives of these plant and equipment to be within 3 to 5 years. The carrying amounts of the Board's plant and equipment at 31 March 2016 are \$6,403,399 (2015 - \$4,304,929). Changes in the expected level of usage and technological developments could impact the economic useful lives and the residual values of these assets, therefore future depreciation charges could be revised.

Obligations in respect of Pension Scheme

The provision in respect of pension scheme obligations is subject to actuarial risks such as interest risk, longevity risk and salary risk. A decrease in the bond interest rate will increase the plan liability while the present value of the defined benefit liability is also calculated by reference to the best estimate of the mortality of plan participants both during and after their employment. An increase in the life expectancy of the plan participants will increase the plan's liability. In addition, the present value of the defined benefit plan liability is calculated by reference to the future salaries of plan participants. As such, an increase in the salary of plan participants will increase the plan's liability.

2(b) Adoption of new and revised standards

The accounting policies adopted are consistent with those of the previous financial year except in the current financial year, the Board has adopted all the new and revised SB-FRS and Interpretations to SB-FRS (INT SB-FRS) that are effective for annual periods beginning on or after 1 April 2015.

The adoption of these standards and interpretations did not have any material impact on the Board's financial statements.

2(c) New or revised accounting standards and interpretations not effective

The following are the new or amended SB-FRS and INT SB-FRS issued in 2015 that are not effective but may be early adopted for the current financial year:

Reference	Description	Effective date (Annual periods beginning on or after)
Amendments to SB-FRS 1	<i>Presentation of Financial Statements</i>	1 January 2016
SB-FRS 115	<i>Revenue from Contracts with Customers</i>	1 January 2017
SB-FRS 109	<i>Financial Instruments</i>	1 January 2018

Amendments to SB-FRS 1 *Presentation of Financial Statements*

The amendments to SB-FRS 1 *Presentation of Financial Statements* clarify that materiality applies to the whole of financial statements and that the inclusion of immaterial information can inhibit the usefulness of financial disclosures. Furthermore, the amendments clarify that entities should use professional judgement in determining where and in what order information is presented in the financial disclosures. As this is a disclosure standard, it will not have any impact on the financial performance or the financial position of the Board when implemented.

SB-FRS 115 *Revenue from Contracts with Customers*

SB-FRS 115 *Revenue from Contracts with Customers* establishes a new five-step model that will apply to revenue from contracts with customers. Under SB-FRS 115, it requires the entity to recognise revenue which depict transfer of promised goods or services to customers in an amount that reflects the consideration (payment) to which the entity expects to be entitled in exchange for those goods or services. SB-FRS 115 is effective for annual periods beginning on or after 1 January 2017. Management is currently assessing the impact of SB-FRS 115 and plans to adopt the new standard on the required effective date.

SB-FRS 109 *Financial Instruments*

SB-FRS 109 *Financial Instruments* replaces SB-FRS 39 and it is a package of improvements introduced by SB-FRS 109 includes a logical model for:

- classification and measurement of financial assets, impairment of financial assets and hedge accounting;
- a single, forward-looking “expected loss” impairment model; and
- a substantially reformed approach to hedge accounting.

SB-FRS 109 is effective for annual periods beginning on or after 1 January 2018. The adoption of SB-FRS 109 will have an impact on the classification and measurement of financial assets, but no impact on the classification and measurement of financial liabilities. Management is currently assessing the impact to the financial statements.

Other than the above, the Board does not anticipate that the adoption of the above SB-FRS in future periods will have a material impact on the financial statements of the Board in the period of their initial adoption.

2(d) Summary of significant accounting policies

Plant and equipment and depreciation

Plant and equipment are stated at cost less accumulated depreciation and impairment losses, if any. Depreciation is computed utilising the straight-line method to write off the cost of these assets over their estimated useful life as follows:

Renovation	3 years
Mechanical and electrical equipment	5 years
Furniture and fittings	5 years
Office equipment	5 years
Personal computers and software	3 years
Audio visual equipment	5 years
Computer and communication systems	5 years

Development project-in-progress is not depreciated until assets are completed and ready for use.

The cost of plant and equipment includes expenditure that is directly attributable to the acquisition of the items. Dismantlement, removal or restoration costs are included as part of the cost of property, plant and equipment if the obligation for dismantlement, removal or restoration is incurred as a consequence of acquiring or using the asset.

Subsequent expenditure relating to plant and equipment that have been recognised is added to the carrying amount of the asset when it is probable that future economic benefits, in excess of the standard of performance of the asset before the expenditure was made, will flow to the Board and the cost can be reliably measured. Other subsequent expenditure is recognised as an expense during the financial year in which it is incurred.

For acquisitions and disposals during the financial year, depreciation is provided from the year of acquisition and no depreciation is provided in the year of disposal respectively. Fully depreciated plant and equipment are retained in the books of accounts until they are no longer in use.

Depreciation methods, useful lives and residual values are reviewed, and adjusted as appropriate, at end of each reporting period as a change in estimates.

Financial assets

Initial recognition and measurement

Financial assets are recognised when, and only when, the Board becomes a party to the contractual provisions of the financial instrument. The Board determines the classification of its financial assets at initial recognition.

When financial assets are recognised initially, they are measured at fair value, plus, in the case of financial assets not at fair value through profit or loss, directly attributable transaction costs.

All regular way of purchases and sales of financial assets are recognised or derecognised on the trade date i.e. the date that the Board commits to purchase or sell the asset. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the period generally established by regulation or convention in the market place concerned.

2(d) Summary of significant accounting policies (Cont'd)

Financial assets (Cont'd)

Subsequent measurement

The subsequent measurement of financial assets depends on their classification as follows:

Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They arise when the Board provide money, goods or services directly to a debtor with no intention of trading the receivables. They are included in current assets, except for maturities greater than 12 months after the end of the reporting year. These are classified as non-current assets, if any.

Loans and receivables are subsequently measured at amortised cost using the effective interest method, less provision for impairment, if any. Any change in their value is recognised in the statement of comprehensive income. Any reversal shall not result in a carrying amount that exceeds what the amortised cost would have been had any impairment loss not been recognised at the date the impairment is reversed. Any reversal is recognised in the statement of comprehensive income.

Loans and receivables include trade and other receivables and cash and cash equivalents. If there is objective evidence that the asset has been impaired, the financial asset is measured at the present value of the estimated future cash flows discounted at the original effective interest rate. Impairment losses are reversed in subsequent periods when an increase in the asset's recoverable amount can be related objectively to an event occurring after the impairment is reversed does not exceed what the amortised cost would have been had the impairment not been recognised. The impairment or write-back is recognised in the statement of comprehensive income.

De-recognition

A financial asset is derecognised where the contractual right to receive cash flows from the asset has expired. On derecognition of a financial asset in its entirety, the difference between the carrying amount and the sum of the consideration received and any cumulative gain or loss that had been recognised in other comprehensive income is recognised in the statement of comprehensive income.

Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount is presented in the statement of financial position, when and only when, there is a currently enforceable legal right to set-off the recognised amounts and there is an intention to settle on a net basis, or to realise the assets and settle the liabilities simultaneously.

Cash and cash equivalents

Cash and cash equivalents comprise cash at bank and on hand, demand deposits, and short-term, highly liquid investments that are readily convertible to know amount of cash and which are subject to an insignificant risk of changes in value. These also include bank overdrafts that form an integral part of the Board's cash management.

For the purpose of presentation in the financial statements, cash and cash equivalents comprise cash at bank, cash held under Centralised Liquidity Management ("CLM") scheme, fixed deposits with financial institutions and cash balances with the Accountant-General Department which are subject to an insignificant risk of change in value.

2(d) Summary of significant accounting policies (Cont'd)

Government grants

Government grants are recognised at their fair value where there is reasonable assurance that the grant will be received and all attaching conditions will be complied with.

Government grants to meet the current year's operating expenses are recognised as income in the financial year in which the operating expenses are incurred.

Where the grant relates to an asset, the fair value is recognised as grant received in advance on the statement of financial position and is amortised and charged in the statement of comprehensive income over the period necessary to match the depreciation of the assets purchased with the related grants. Upon disposal of plant and equipment, the balance of the related deferred capital grants is recognised in the statement of comprehensive income to match the net book value of the assets written-off.

Financial liabilities

The Board's financial liabilities include trade and other payables.

Financial liabilities are recognised when the Board becomes a party to the contractual agreements of the instrument. All interest-related charges are recognised as an expense in "finance cost" in the statement of comprehensive income. Financial liabilities are derecognised if the Board's obligations specified in the contract expire or are discharged or cancelled.

Other payables are initially recognised at fair value, and subsequently measured at amortised cost, using the effective interest method.

Provisions

Provisions are recognised when the Board has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. Present obligations arising from onerous contracts are recognised as provisions.

The Board reviews the provisions annually and where in their opinion, the provision is inadequate or excessive, due adjustment is made.

If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, where appropriate, the risks specific to the liability. Where discounting is used, the increase in the provision due to the passage of the time is recognised as finance costs in the statement of comprehensive income.

Leases

Operating leases

Leases of assets in which a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases.

Rentals on operating leases are charged to the statement of comprehensive income on a straight-line basis over the lease term. Lease incentives, if any, are recognised as an integral part of the net consideration agreed for the use of the leased asset. Penalty payments on early termination, if any, are recognised in the statement of comprehensive income when incurred.

2(d) Summary of significant accounting policies (Cont'd)

Employee benefits

Defined contribution plans

The Board contributes to the Central Provident Fund (“CPF”), a defined contribution plan regulated and managed by the Government of Singapore, which applies to the majority of the employees. The Board’s contributions to CPF are charged to statement of comprehensive income in the year to which the contributions relate.

Defined benefit plans

Certain officers of the Board are entitled to benefits under the provisions of the Pension Act, Chapter 225 in respect of their services with the Board.

A defined benefit plan is a post-employment benefit plan other than a defined contribution plan. The Board’s net obligation in respect of defined benefit pension plans is calculated by estimating the amount of future benefit that employees have earned in return for their service in the current and prior periods that benefit is discounted to determine the present value. Any unrecognised past service costs and the fair value of any plan assets are deducted. The discount rate is the yield at the end of the reporting period on Singapore government bonds that have maturity dates approximating the terms of the Board’s obligations.

The calculation is performed annually by the Board using the projected unit credit method. In order to calculate the present value of economic benefits, consideration is given to any minimum funding requirements that apply to any plan in the Board. An economic benefit is available to the Board if it is realisable during the life of the plan, or on settlement of the plan liabilities.

The Board recognises all actuarial gains and losses arising from defined benefit plans in other comprehensive income.

Short-term benefits

Short-term employee benefit obligations are measured on an undiscounted basis and are expensed as the related service is provided.

A liability is recognised for the amount expected to be paid under short-term cash bonus if the Board has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

Key management personnel

Key management personnel of the Board are those persons having the authority and responsibility for planning, directing and controlling the activities of the Board. The Chief Executive and Directors are considered key management personnel.

Goods and services tax

Revenues, expenses and assets are recognised net of the amount of goods and services tax except:

- (a) where the goods and services tax incurred on a purchase of assets or services is not recoverable from the taxation authority, in which case the goods and services tax is recognised as part of the cost of acquisition of the asset or as part of the expenses item as applicable; and
- (b) receivables and payables that are stated with the amount of goods and services tax included.

The net amount of goods and services tax recoverable from, or payable to, the taxation authority is included as part of receivables or payables in the statement of financial position.

2(d) Summary of significant accounting policies (Cont'd)

Related parties

The Board is established as a statutory board and is an entity related to the Government of Singapore. The Board's related parties refer to Government-related entities including Ministries, Organs of State and other Statutory Boards. The Board applies the exemption in Paragraph 25 of SB-FRS 24 *Related Party Disclosures*, and required disclosures are limited to the following information to enable users of the Board's financial statements to understand the effect of related party transactions on the financial statements:

- (a) the nature and amount of each individually significant transaction with Ministries, Organs of State and other Statutory Boards; and
- (b) for other transactions with Ministries, Organs of State and other Statutory Boards that are collectively but not individually significant, a qualitative or quantitative indication of their extent.

Finance costs

Finance costs comprise unwinding of the discount on provisions. Borrowing costs that are not directly attributable to the acquisition, construction or production of a qualifying asset are recognised in surplus or deficit using the effective interest method.

Income taxes

The Board is a tax-exempted Institution under the provisions of the Income Tax Act (Chapter 134, 2008 Revised Edition). The subsidiary of the Board is subject to local income tax legislation, except for those that are tax-exempt under the provisions of the Income Tax Act (Chapter 134, 2008 Revised Edition).

Current income tax for current and prior periods is recognised at the amount expected to be paid to or recovered from the tax authorities, using the tax rates and tax laws that have been enacted or substantively enacted by the end of reporting period.

Impairment of non-financial assets

The carrying amounts of the Board's non-financial assets subject to impairment are reviewed at the end of the reporting year to determine whether there is any indication of impairment. If any such indication exists, the assets' recoverable amount is estimated.

If it is not possible to estimate the recoverable amount of the individual asset, then the recoverable amount of the cash-generating unit to which the assets belong will be identified.

For the purpose of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units). As a result, some assets are tested individually for impairment and some are tested at cash-generating unit level. Individual assets or cash-generating units are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

An impairment loss is recognised for the amount by which the asset or cash-generating unit's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of the fair value, reflecting market conditions less costs to sell and value in use, based on an internal discounted cash flow evaluation. All assets are subsequently reassessed for the indication that an impairment loss previously recognised may no longer exist.

Any impairment loss is charged to the statement of comprehensive income.

2(d) Summary of significant accounting policies (Cont'd)

Revenue

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Board and the revenue and the cost of transactions can be reliably measured, regardless of when the payment is made. No revenue is recognised if there are significant uncertainties regarding recovery of the considerations due, associated costs or the possible return of fee revenue.

The following specific recognition criteria must also be met before revenue is recognised:

- Income from examinations fees is recognised in the income statements when the services are rendered. Income that is received in advance of service being rendered is deferred and reflected as revenue received in advance included under other payables;
- Interest income is recognised using the effective interest method; and
- Revenue from professional and consultancy services and training fees is recognised upon rendering such services.

Foreign currencies

Functional currency

Items included in the financial statements are measured using the currency of the primary economic environment in which the entity operates (the “functional currency”). The financial statements of the Board are presented in Singapore dollars, which is the functional currency of the Board.

Transactions and balances

Foreign currency transactions are measured and recorded in the functional currency using the exchange rates prevailing at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies are translated at the closing rates ruling at the respective end of the reporting period. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates on monetary assets and liabilities denominated in foreign currency are recognised in statement of comprehensive income.

Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates as at the dates of the initial transactions. Non-monetary items at fair value in foreign currency are translated using the exchange rates at the date when the fair value was determined.

Financial instruments

Financial instruments carried on the statement of financial position include financial assets and financial liabilities. The particular recognition methods adopted are disclosed in the individual policy statements associated with each item. These are recognised on the Board’s statement of financial position when the Board becomes a party to the contractual provisions of the instrument.

Disclosures of the Board's financial risk management objectives and policies are provided in Note 18.

3 Plant and equipment

The Board and The Group	Renovation	Mechanical and electrical equipment	Furniture and fittings	Office equipment	Personal computers and software	Audio visual equipment	Computer and communication systems	Development project-in-progress	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cost									
At 1 April 2014	1,559,809	1,297,859	493,939	1,736,930	771,988	227,226	11,232,555	431,310	17,751,616
Additions	-	65,026	5,680	186,073	2,264	2,590	380,825	2,013,120	2,655,578
Disposals/written-off	-	(81,695)	(11,069)	(18,308)	-	-	(78,612)	-	(189,684)
At 31 March 2015	1,559,809	1,281,190	488,550	1,904,695	774,252	229,816	11,534,768	2,444,430	20,217,510
Additions	-	75,019	-	109,456	8,250	12,625	1,420,274	1,780,639	3,406,263
Disposals/written-off	-	(54,498)	-	(219,945)	-	-	-	-	(274,443)
Transfer	-	334,721	-	-	-	-	3,890,348	(4,225,069)	-
At 31 March 2016	1,559,809	1,636,432	488,550	1,794,206	782,502	242,441	16,845,390	-	23,349,330
Accumulated depreciation									
At 1 April 2014	1,465,703	1,184,133	450,520	1,397,704	704,180	159,348	9,719,969	-	15,081,557
Depreciation for the year	80,088	43,900	16,250	182,795	42,460	27,343	627,872	-	1,020,708
Disposals/written-off	-	(81,695)	(11,069)	(18,308)	-	-	(78,612)	-	(189,684)
At 31 March 2015	1,545,791	1,146,338	455,701	1,562,191	746,640	186,691	10,269,229	-	15,912,581
Depreciation for the year	14,018	103,899	16,296	138,937	22,781	23,175	988,687	-	1,307,793
Disposals/written-off	-	(54,498)	-	(219,945)	-	-	-	-	(274,443)
At 31 March 2016	1,559,809	1,195,739	471,997	1,481,183	769,421	209,866	11,257,916	-	16,945,931
Net book value									
At 31 March 2016									
(The Board)	-	440,693	16,553	313,023	13,081	32,575	5,587,474	-	6,403,399
At 31 March 2015									
(The Board and the Group)	14,018	134,852	32,849	342,504	27,612	43,125	1,265,539	2,444,430	4,304,929

During the financial year, the Board acquired network servers under the category of “Computer and Communication Systems” at a cost of \$82,103 to enhance the network security system under the LAN remediation project. This was funded by Infocomm Development Authority of Singapore and the corresponding amount was recognised as “other operating income” in the statement of comprehensive income.

4 Trade and other receivables

	The Board 2016 \$	The Board and The Group 2015 \$
Trade receivables	1,987,534	949,478
Fixed deposit interest receivable	480,482	389,201
Staff loans	340,511	15,014
Other receivables	343,738	399,678
	3,152,265	1,753,371

Trade receivables

Trade receivables are non-interest bearing and are normally settled on 30 days' terms. They are recognised at their original invoiced amounts which represent their fair values at initial recognition. The Board has a significant concentration of credit risk. One debtor constitutes 95% (2015 - 98%) of the total trade receivables. All trade and other receivables are denominated in SGD. Trade receivables are current and not past due and no impairment loss was recognised during the financial year.

5 Cash and cash equivalents

	The Board 2016 \$	The Board and The Group 2015 \$
Cash and bank balances	165,009	172,312
Cash with Accountant-General's Department ("AGD")	27,379,500	12,676,235
Cash held under Central Liquidity Management ("CLM") scheme	40,530,988	54,123,605
	68,075,497	66,972,152

The cash placed with AGD does not earn any interest. The cash placed under the CLM scheme is based on the directive as set out in the Accountant-General Circular's No. 4/2009. These are short-term deposits earning interest ranging from 1.06% to 1.46% (2015 - 0.74% to 0.99%) per annum.

Cash and cash equivalents are denominated in the following currencies:

	The Board 2016 \$	The Board and The Group 2015 \$
Singapore Dollars	67,910,488	66,799,000
Great Britain Pound	165,009	173,152
	68,075,497	66,972,152

6 Capital account

	The Board 2016 No. of shares	The Board 2015 No. of shares	The Board 2016 \$	The Board 2015 \$
Issued and paid up				
At 1 April	11,627,679	10,064,920	11,627,679	10,064,920
Issue of ordinary shares	-	1,562,759	-	1,562,759
At 31 March	11,627,679	11,627,679	11,627,679	11,627,679

6 Capital account (Cont'd)

The capital account represents capital injections by the Minister of Finance, a body corporate incorporated by the Minister of Finance (Incorporation) Act (Cap. 183), in its capacity as shareholder under the debt-equity framework for statutory boards, implemented with effect from 1 September 2004. Under this framework, capital projects will be partially funded by the Minister of Finance as equity injection, and the remaining through loans or general funds of the Board.

Ministry of Finance is entitled to receive dividends annually, computed based on the cost of equity applied to the Board's equity base and it is capped at statutory board's annual accounting surplus. The shares carry neither rights nor par value.

7 Obligation in respect of pension scheme

The Board operates an unfunded defined benefit plan for certain officers of the Board and they are entitled to benefits under the provisions of the Pension Act, Chapter 225 in respect of their services with the Board.

The present valuation of the defined benefit obligation was last carried out at 31 March 2015 by PwC Asia Actuarial Services (Singapore) Pte Ltd. The valuation report also disclosed the estimated defined benefit costs, i.e. current service cost and interest expense to be recognised in the statement of comprehensive income for financial year ended/ending 31 March 2016, 31 March 2017 and 31 March 2018. The present value of the defined benefit obligation and the related current service cost were measured using the projected unit credit method.

The principal assumptions used in respect of the Board's and the Group's obligations in respect of the pension scheme were as follows:

	The Board 2016 %	The Board and The Group 2015 %
Discount rate	2.1	2.1
Expected rate of salary increases	4.0	4.0
Resignation rate	Nil	Nil

The discount rate is based on the yield of Singapore 12 years government bonds. The retirement age is assumed to be 60 and the employee has completed 10 years of public service or when employee has completed 33.33 years of public service, whichever is earlier. The mortality rates are extracted from the mortality table extracted from Singapore Insured Lives 1997-2002.

Amounts recognised in statement of comprehensive income in respect of these defined benefit plans are as follows:

	The Board 2016 \$	The Board and The Group 2015 \$
Service cost		
Current service cost	122,998	133,424
Net interest expense	107,956	113,195
Components of defined benefit costs recognised in statement of comprehensive income	230,954	246,619

7 Obligation in respect of pension scheme (Cont'd)

Changes in the present value of the defined benefit obligation are as follows:

	The Board 2016 \$	The Board and The Group 2015 \$
Balance at 1 April	5,183,394	4,433,892
Current service cost	122,998	133,424
Interest cost	107,956	113,195
<i>Re-measurements recognised in other comprehensive income:</i>		
(a) Due to changes in financial assumptions	-	461,699
(b) Due to experience adjustments	-	540,716
	-	1,002,415
Benefits paid	(62,279)	(499,532)
Balance at 31 March	5,352,069	5,183,394

There were no re-measurement of defined benefit obligations recognised in “other comprehensive income” as there were no changes to the financial and experience assumptions in the current financial year.

Significant actuarial assumptions for the determination of the defined obligation are discount rate, expected salary increase and mortality. The sensitivity analyses below have been determined based on reasonably possible changes of the respective assumptions occurring at the end of the reporting period, while holding all of the other assumptions constant.

- If the discount rate is 25 basis points higher/(lower), the defined benefit obligation would decrease by \$173,513 (increase by \$182,271);
- If the expected salary growth increases/(decreases) by 0.25%, the defined benefit obligation would increase by \$45,909 (decrease by \$45,518);
- If the life expectancy increases/(decreases) by one year for both men and women, the defined benefit obligation would increase by \$105,940 (decrease by \$110,746)

The sensitivity analysis presented above may not be representative of the actual change in the defined benefit obligation as it is unlikely that the change in assumptions would occur in isolation of one another as some of the assumptions may be correlated.

Furthermore, in presenting the above analysis, the present value of the defined benefit obligation has been calculated using the projected unit credit method at the end of the reporting period, which is the same as that applied in calculating the defined benefit obligation liability recognised in the statement of financial position.

There was no change in the methods and assumptions used in the preparing the sensitivity analysis from prior years.

8 Trade and other payables

	The Board 2016 \$	The Board and The Group 2015 \$
Trade payables	2,657,300	2,232,700
GST payables	86,530	116,685
Provision for bonus	1,865,913	1,898,457
Accrued expenses	1,442,315	1,523,243
Other payables	649,231	353,298
	6,701,289	6,124,383

8 Trade and other payables (Cont'd)

Trade and other payables are non-interest bearing. Trade payables are normally settled on 30 to 90 days' terms.

Trade and other payables are denominated in the following currencies:

	The Board 2016 \$	The Board and The Group 2015 \$
Singapore Dollars	6,226,638	5,742,557
Great Britain Pound	474,651	375,915
United States Dollars	-	5,911
	6,701,289	6,124,383

9 Grants received in advance

	The Board 2016 \$	The Board and The Group 2015 \$
At 1 April	45,780	268,755
Grants received	65,726,685	35,734,015
Operating grants transferred to statement of comprehensive income during the year	(65,769,196)	(35,956,990)
At 31 March	3,269	45,780
Total grants received since inception of the Board	398,880,528	333,153,843

10 Other operating income

	The Board		The Group
	2016 \$	2015 \$	2015 \$
Professional fees	4,781,220	4,317,353	4,317,353
Consultancy fees	1,379,150	1,664,300	1,664,300
Training fees	955,675	1,102,988	1,102,988
Gain on winding up of subsidiary	-	1,006,716	-
Others	1,092,837	1,230,170	1,230,170
	8,208,882	9,321,527	8,314,811

11 Staff costs

	The Board		The Group
	2016 \$	2015 \$	2015 \$
Key management personnel			
Salaries and related costs	2,002,771	1,892,505	1,892,505
CPF contributions	98,727	84,606	84,606
Pension benefits	9,052	3,287	3,287
	2,110,550	1,980,398	1,980,398
Other than key management personnel			
Salaries and related costs	21,573,686	20,804,888	20,804,888
CPF contributions	2,307,696	2,030,974	2,030,974
Pension benefits	221,902	243,332	243,332
	24,103,284	23,079,194	23,079,194
	26,213,834	25,059,592	25,059,592

12 Other operating expenses

	The Board		The Group
	2016	2015	2015
	\$	\$	\$
Examinations administrative expenses	11,696,094	11,610,134	11,610,134
Maintenance of office premises and information systems	8,609,290	7,021,253	7,021,332
Operating leases expenses	3,826,063	4,091,496	4,091,496
General and administrative expenses	3,910,036	4,751,967	4,769,240
	28,041,483	27,474,850	27,492,202

Included in general and administrative expenses are:

	The Board 2016	The Board 2015
	\$	\$
Board members' allowance	90,000	90,000
Exchange gain (net)	(978,590)	(252,094)
Gain on disposal of plant and equipment	(366)	(1,271)

13 Contribution to consolidated fund

Under Section 13(1)(e) and the First Schedule of the Singapore Income Tax Act, Chapter 134, the income of the Board is exempt from income tax.

In lieu of income tax, the Board is required to make contribution to the Government Consolidated Fund if it generates accounting surpluses in accordance with the Statutory Corporations (Contributions to Consolidated Fund) Act (Chapter 319 A).

As decided by Ministry of Finance, the applicable rate for contribution for the current financial year is 17% (2015 - 17%).

	The Board 2016	The Board and The Group 2015
	\$	\$
At 1 April	3,741	-
Payment during the year	(3,741)	-
Provision for the financial year	818,200	3,741
At 31 March	818,200	3,741

In the previous financial year, the Board had fully utilised its deficit carried forward from prior years to set-off the Board's operating surplus of \$2.15 million before contribution to consolidation fund.

14 Taxation

	The Group 2015
	\$
Current taxation	-
	-

14 Taxation (Cont'd)

The tax expense on the results of the financial year varies from the amount of income tax determined by applying the Singapore statutory rate of income tax on Group's results as a result of the following:

	The Group 2015 \$
Surplus before taxation	1,129,065
Tax at statutory rate of 17%	191,941
Non-deductible expenses	2,657
Utilisation of the Board's prior year's tax losses in the current year	(194,598)
	-

15 Dividends

The Board declared and paid a final exempt (one-tier) dividend of 8.2 cents amounting to \$951,000 to the Minister of Finance in the current financial year.

16 Commitments

16.1 Operating lease commitments

At the end of the reporting period, the Board were committed to making the following rental payments in respect of non-cancellable operating leases of office premises with an original term of more than one year:

	The Board 2016 \$	The Board 2015 \$
Not later than one year	3,455,139	3,632,112
Later than one year and not later than five years	2,193,165	5,648,304
	5,648,304	9,280,416

The leases on the Board's premises on which rentals are payable will expire latest on 31 December 2017 and the current rent payable on the lease ranges from \$58,991 to \$122,641 per month, respectively which are subject to revision on renewal.

16.2 Other commitments

The Board is given the flexibility to lease for the use of computer equipment under Infocomm Development Authority of Singapore (IDA)'s PC Bulk Tender with no buyback options. The lease will be treated as operating lease and the Board will pay a monthly fee for the use of those equipment. All other IT services will be subscribed via other IDA bulk tenders under the "Whole of Government ICT Infrastructure" arrangement.

The Board also entered into contracts with vendors to provide integrated facilities management services and security services for a contracted amount of up to \$2 million per annum for the Board's premises.

17 Significant related party transactions

Parties are considered to be related if one party has the ability to control the other party or exercise significant influence over the other party in making financial and operating decisions.

Some of the Board's transactions and arrangements are with related parties and the effect of these on the basis determined between the parties is reflected in these financial statements. The balances are unsecured, interest-free, repayable on demand and to be settled in cash, unless otherwise stated.

Transactions with government-related entities

The Singapore Government has control over the Board, as well as Ministries, Organs of States and other Statutory Boards.

Collectively, but not individually significant transactions

The Board is a Statutory Board under the Ministry of Education ("MOE"). The Board charges fees for the services provided. Collectively, income generated from the fees received from and provision of training and other services to Ministries, Organs of States and other Statutory Boards constitutes 34% (2015 - 16%) of the total operating income. Purchase of supplies and services from Ministries, Organs of States and other Statutory Boards constitutes 11% (2015 - 12%) of the total operating expenditure.

These transactions are conducted in the ordinary course of the Board's business on terms comparable to those with other entities that are not government-related.

Nature and amount of individually significant transactions

The Board receives operating grants from the MOE, which is subject to yearly approval. Operating grants from the MOE recognised in the statement of comprehensive income during the year and grants received in advance from MOE are disclosed in Note 9 to the financial statements.

18 Financial risk management objectives and policies

The Board's financial risk management policies set out their overall strategies and its risk management philosophy. The Board are exposed to financial risks arising from its operations and the use of financial instruments. The key financial risks included market risk (including currency risk, fair value interest rate risk and price risk), credit risk, liquidity risk and cash flow interest rate risk.

The Board's overall risk management programme focuses on the unpredictability of foreign exchange, particularly between SGD and GBP and seeks to minimise adverse effect from the unpredictability of currency fluctuation between 2 currencies on the Board's financial performance.

The Board have written policies and guidelines, which set out its general risk management philosophy. The Board will continuously review its exposure to these financial risks and the manner in which it manages and measures the risk in line with the funding arrangement with MOE.

18.1 Credit risk

Credit risk is the risk of loss that may arise on outstanding financial instruments should a counterparty default on its obligations. The Board's exposure to credit risk arises primarily from trade and other receivables. For other financial assets (including cash and short-term deposits), the Board minimise credit risk by dealing exclusively with reputable financial institutions and with the Account-General's Department.

The maximum exposure to credit risk is represented by the carrying amount of each financial asset in the statement of financial position.

18 Financial risk management objectives and policies (Cont'd)

18.1 Credit risk (Cont'd)

The carrying amount of cash at bank, fixed deposits and trade and other receivables, represent the Board's maximum exposure to credit risk. No other financial assets carrying significant exposures to credit risk except as disclosed above.

Financial assets that are neither past due nor impaired

Trade and other receivables that are neither past due nor impaired are with creditworthy debtors with good payment record with the Board. Cash and short-term deposits that are neither past due nor impaired are placed with or entered into with reputable financial institutions with high credit ratings and no history of default.

Based on historical default rates, the Board believe that no impairment allowance is necessary in respect of trade receivables not past due or past due but not impaired. These receivables are mainly arising by customers that have a good credit record with the Board.

18.2 Foreign currency risk

Foreign currency risk arises when future commercial transactions or recognised assets and liabilities are denominated in a currency that is not the Board's functional currency. Currency risk arises mainly from payment due to an overseas examination board. As a result, the Board is exposed to movements in foreign currency exchange rates arising from normal trading transactions, primarily with respect to Great Britain Pound ("GBP" or "£"). As at the reporting date, the Board hold cash and bank balances and trade and other payables denominated in GBP.

	Note	The Board 2016 GBP \$	The Board and The Group 2015 GBP \$
Cash and cash equivalents	5	165,009	173,152
Trade and other payables	8	(474,651)	(375,915)
		(309,642)	(202,763)

Sensitivity analysis

A 10 per cent strengthening of GBP against Singapore dollars would have decrease surplus before contribution to consolidated fund by \$30,964 (2015 - decrease surplus before contribution to consolidated fund by \$20,276). A 10 per cent weakening of GBP against Singapore dollars would have had the equal but opposite effect on the statement of comprehensive income. This analysis assumes that all other variables, in particular interest rate remains constant.

18.3 Liquidity risk

Liquidity or funding risk is the risk that an enterprise will encounter difficulty in raising funds to meet commitments associated with financial instruments. Liquidity risk may result from an inability to sell a financial asset quickly at close to its fair value.

The Board's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities. The Board's objective is to maintain a level of cash and cash equivalents deemed adequate by management to finance the Board operations.

The table below analyses non-derivative financial liabilities of the Board into relevant maturity groupings based on the remaining period from the balance sheet date to the contractual maturity date. The amounts disclosed on the table are the contractual undiscounted cash flows. Balance due within 12 months equal their carrying amounts as the impact of discounting is not significant.

18 Financial risk management objectives and policies (Cont'd)

18.3 Liquidity risk (Cont'd)

	Note	The Board 2016 \$	The Board and The Group 2015 \$
Trade and other payables	8	6,701,289	6,124,383

19 Capital management

The Board's objectives when managing the funds are:

- (a) to safeguard the Board's ability to continue as a going concern;
- (b) to support the Board's stability and growth; and
- (c) to provide funds for the purpose of strengthening the Board's risk management capability.

The Board actively and regularly reviews and manages its capital structure to ensure optimal capital structure, taking into consideration the future capital requirements, prevailing and projected profitability, projected operating cash flows, projected capital expenditures and projected investments in public sector capability development. The Board defines "capital" to include share capital and accumulated surplus.

The Board is required to comply with the Capital Management Framework for Statutory Boards detailed in Finance Circular Minute M26/2008, including the need to declare annual dividends to the Ministry of Finance ("MOF") in returns for the equity injection. The Board's capital structure is based on the Ministry of Finance recommended debt-equity ratio of 60 to 40.

No changes were made in the objectives, policies or processes during the financial years ended 31 March 2016 and 31 March 2015.

20 Financial instruments

- (a) Fair values

The carrying amount of the financial assets and financial liabilities with a maturity of less than one year is assumed to approximate their respective fair values.

20 Financial instruments (Cont'd)

(b) Financial instruments by category

The carrying amount of financial assets and financial liabilities by categories at the reporting date are as follows:

	Note	The Board 2016 Loans and receivables \$	The Board and The Group 2015 Loans and receivables \$
Financial assets			
Trade and other receivables	4	3,152,265	1,753,371
Cash and bank balances	5	68,075,497	66,972,152
		71,227,762	68,725,523
Financial liabilities			
Trade and other payables	8	(6,701,289)	(6,124,383)

21 Reclassification

During the current financial year, the Board reclassified government grants received from parent ministry from “Cash Flows from Financing Activities” to “Cash Flows from Operating Activities” to better reflect the underlying economic substance of the grants received from the parent ministry to fund the Board’s daily operations.

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