



ANNUAL REPORT

2016/2017

For the period ending 31 March 2017



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SINGAPORE EXAMINATIONS
AND ASSESSMENT BOARD

CHAIRMAN'S MESSAGE

In the time I have been on the Board, I have seen how SEAB has grown in terms of its organisational strength without wavering in its core mission of maintaining a fair and rigorous conduct of the national examinations. This is, once again, evident from SEAB's achievements in the Financial Year 2016.

In 2016, the e-Examinations took assessment to a new level in the use of ICT. Oral examinations for the Mother Tongue Languages (MTL) subjects across the GCE-level examinations are now conducted via e-mode, where the static picture stimulus is replaced with a video stimulus. Students across all secondary schools and post-secondary institutions are now being assessed using more engaging and realistic contexts for conversations. With this milestone, the national examinations for the MTL subjects has moved another step closer to the Ministry of Education's goal of raising the student's proficiency and ability to communicate in the Mother Tongue Languages. Apart from the MTL subjects, SEAB extended the e-Examinations to the GCE N(T)-Level English Syllabus T's oral examination. SEAB had also successfully extended the computer-based writing examination to the GCE A-Level H2 Mother Tongue Language and Literature Paper 2.

SEAB has continued to raise assessment literacy among our teachers. On top of the workshops and consultancy services that SEAB provides to schools and teachers, SEAB organised the 2016 SEAB Assessment Seminar on 'Assessment Perspectives, Strategies and Methods for Classroom Practice' in April 2016. In this seminar, SEAB assessment specialists shared their assessment knowledge and experiences to promote good assessment practices by teachers in the classroom. It was a well-received seminar attended by more than 600 educators



from schools, the Ministry of Education and overseas iPSLE centres. In conjunction with the seminar, SEAB launched its second publication on assessment strategies and methods for classroom practices in schools. Such documentation and sharing of assessment insights by SEAB would go some way in helping teachers broaden their knowledge and deepen their skills in assessment.

SEAB has introduced a new Certificate in Educational Assessment (CEA) programme for Primary English Language teachers in 2016. I am heartened by this initiative as this programme would help scale up our Primary English teachers' knowledge and skills in applying assessment principles and concepts in assessing English Language at the primary level in the areas of Writing and Reading.

I am pleased that SEAB has been conferred the Singapore Quality Class Star and Innovation Class Business Excellence standards, and renewed its certification to the People Developer standard. The attainment of these standards is no mean feat, testifying to SEAB's excellence in maintaining a robust system of practices and processes, placing customers at the core of its business.

Other than its people assets, SEAB has captured a wealth of knowledge, experiences and information assets over the years. These should be captured and stored effectively for knowledge sharing, providing a platform to incubate ideas and engender innovation, facilitate higher quality decisions and position SEAB for its next phase of growth and development. Together with my Board of Directors, we have endorsed the implementation of a Knowledge Management System. I look forward to seeing its fruition in 2017.

I am also pleased to announce that SEAB has secured its permanent home. Approval has been obtained from the relevant planning authorities to redevelop its existing premise at 298 Jalan Bukit Ho Swee. By 2020, SEAB will have a new office building and SEAB's three existing sites at 298 Jalan Bukit Ho Swee, Tiong Bahru Examination Centre and Pandan Examination Centre will be consolidated into this new building. The new building will present SEAB with the opportunities in reviewing its operations and workflows for greater efficiency and customer centricity.

SEAB performs a critical role in the Singapore education system. It certifies the learning achievements of individual students and the examination results enable each student to be placed in a suitable course and school. Many parents and students place their confidence in the Singapore national examinations because of SEAB's established reputation as a trusted and fair authority. It is a reputation that SEAB, as the custodian of national examinations and assessment, strives to safeguard. On this note, I wish to express my deepest appreciation to all Board Members for their wise counsel, diligence and unstinting support of SEAB. I also thank the staff of SEAB for their steadfast dedication, hard work and commitment in seeing through the conduct of the national examinations, key projects and initiatives in 2016.



Ms Ho Peng
Chairman, Singapore Examinations and
Assessment Board

GOVERNING BOARD



MS HO PENG

Chairman of Singapore Examinations and Assessment Board
Advisor, Ministry of Education



MR WONG SIEW HOONG

Member of Human Resource Committee
Director-General of Education
Ministry of Education



PROFESSOR BERNARD TAN

Member of Human Resource Committee
Vice-Provost
(Undergraduate Education)
National University of Singapore



MR JONATHAN YUEN

Member of Audit Committee
Partner
Rajah & Tann Singapore LLP



MR RICHARD HOO

Member of Audit Committee
Deputy Chief Executive
Urban Redevelopment Authority
[Deputy Chief Executive (Policy & Development)
PUB, Singapore's National Water Agency
from 1 April 2017]



MR CHAN CHEOW HOE

Chairman of Audit Committee
Deputy Chief Executive /
Government Chief Information Officer
Government Technology Agency



MR JASON CHEN

Senior Director,
Planning and Organisation
Ministry of Home Affairs



MS TAN LAY CHOO

Member of Human Resource Committee
Chief Executive
Singapore Examinations and
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 Board's 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 Chan Cheow Hoe

Members : Mr Richard Hoo

Mr Jonathan Yuen

HUMAN RESOURCE COMMITTEE

The Human Resource 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.

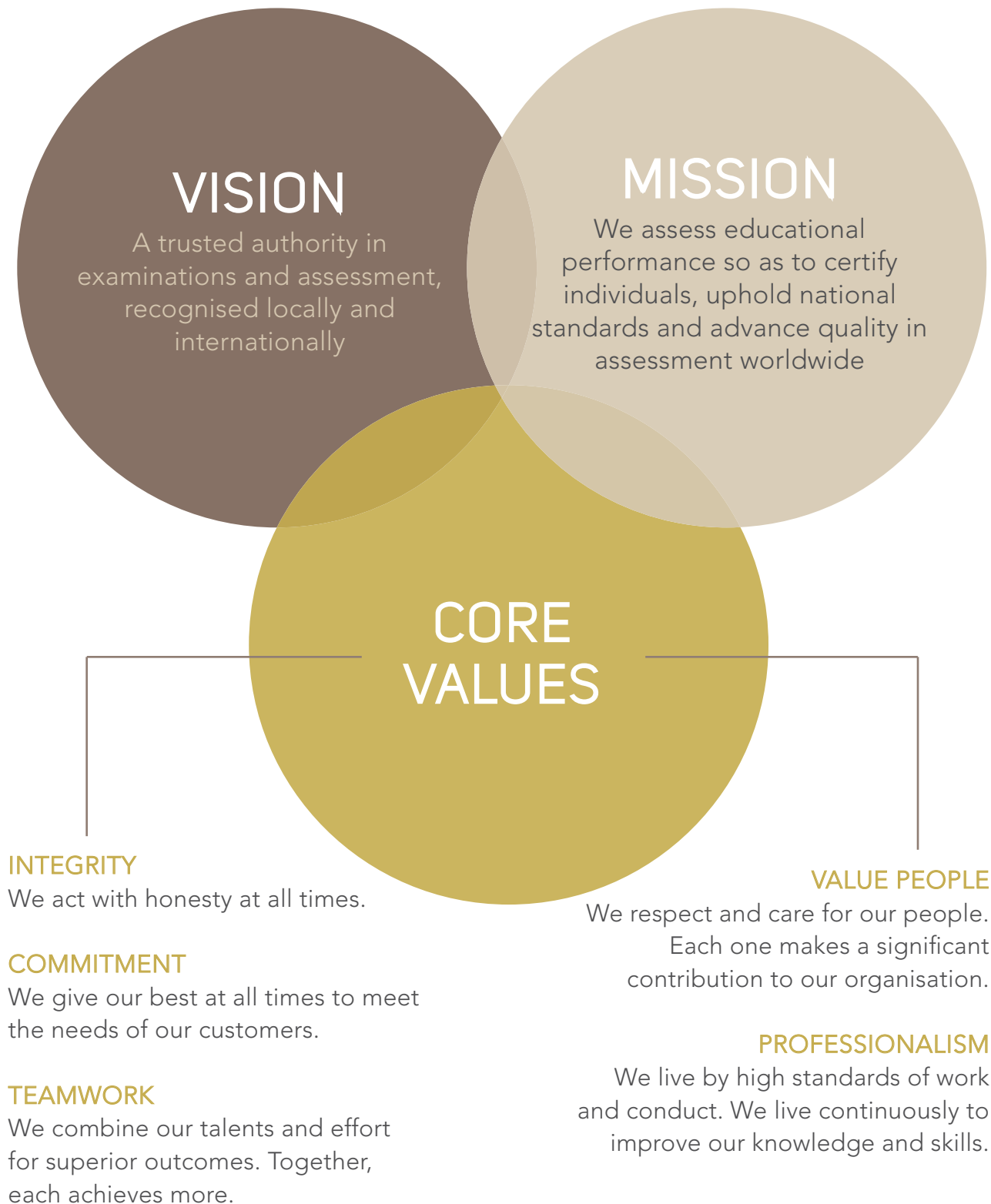
Chairman : Ms Ho Peng

Members : Professor Bernard Tan

Mr Wong Siew Hoong

Ms Tan Lay Choo

CORPORATE PROFILE



ORGANISATION STRUCTURE





SENIOR MANAGEMENT

SEATED (LEFT TO RIGHT):

1. **MRS CHEAH MEI LING**
Director, Research and Development
2. **MS TAN LAY CHOO**
Chief Executive
3. **MS SELENA YEO**
Director, Corporate Services

STANDING (LEFT TO RIGHT):

1. **MR YUE LIP SIN**
Director, Assessment Planning and Development
2. **MR PANG CHONG HAN**
Director, Exam Operations
3. **MR TOH POH GUAN**
Director, Assessment Services
4. **MR LEE AH HUAT**
Director, Assessment Planning and Development

YEAR AT A GLANCE

1 April 2016 to 31 March 2017



KEY HIGHLIGHTS

APRIL 2016

- Organised SEAB Assessment Seminar for educators
- Launched publication 'Assessment in Singapore Volume 2 – Strategies and Methods for Classroom Practice'

MAY

- Attained certification for the Singapore Quality Class (Star) and Innovation Class standards
- Achieved re-certification for People Developer standard
- Conducted biennial Employee Engagement Survey

JUNE

- Hosted visit for Mauritius Ministry of Education and Human Resources, Tertiary Education and Scientific Research
- Launched Certificate in Educational Assessment (Primary English – Writing and Reading) course for Primary English Language teachers

JULY

- Awarded Specialist Diploma in Educational Assessment for the 2015 cohort
- Conducted *i*PSLE from 11 to 25 July 2016

AUGUST

- Conducted pre-conference workshop and presented papers at 42nd International Association for Educational Assessment Conference in South Africa
- Hosted visit for India Council for the Indian School Certificate Examinations
- Attained Bronze and two Commendation Awards under 2016 MOE Innergy Awards

SEPTEMBER

- Conducted PSLE from 29 September to 5 October 2016
- Conducted GCE N(T)-Level examinations from 13 to 21 September 2016
- Administered Admissions Exercise for International Students and School Placement Exercise for Returning Singaporeans – Secondary Levels tests on 21 to 23 September 2016
- Hosted visit for Qatari Ministry of Education and Higher Education
- Organised 'Conversations with SEAB' for participants of National Institute of Education's Management and Leadership in Schools programme

OCTOBER

- Conducted GCE N(A)-Level examinations from 3 to 12 October 2016
- Conducted GCE O-Level examinations from 10 October to 18 November 2016
- Conducted GCE A-Level examinations from 19 October to 6 December 2016
- Hosted visit for World Bank and Ministry of Education and Science of the Russian Federation
- Presented paper at 2016 MOE Professional Forum on Research and Practice
- Sharing at MOE's N1 School Cluster Board Meeting
- Administered online assessment 'Singapore Mathematics Skills Check for Primary 2' (MathsCheck-P2) for 72 schools and 14,864 students

NOVEMBER

- Release of 2016 PSLE Results
- Presented paper at Academic Forum on English Language Testing in Asia
- Hosted visit for
 - participants of the Asian Development Bank – The Head Foundation Professional Learning Programme
 - Abu Dhabi Education Council
 - Republic Polytechnic

JANUARY 2017

- Release of 2016 GCE O-Level examination results
- Hosted visit for Singapore Police Force's Home Team School of Criminal Investigation

DECEMBER

- Release of 2016 GCE N(T)-Level and N(A)-Level examination results
- Conducted Supplementary Placement Exercise on 15 December 2016
- Awarded Certificate in Educational Assessment (Primary English – Writing and Reading) for the 2016 cohort

FEBRUARY

- Release of 2016 GCE A-Level examination results
- Conducted Supplementary Admissions Exercise for International Students on 22 to 23 February 2017
- Sharing with Moscow City Department of Education and the Ministry of Education and Science of the Russian Federation

MARCH

- Hosted visit for participants of National Institute of Education's Teacher Leaders Programme
- Obtained three Silver Awards under the 2016 Excellent Service Award awarded by seven industry lead bodies and SPRING Singapore

NATIONAL EXAMINATIONS STATISTICS



OVERALL STATISTICS



134,881*
CANDIDATES



231 SUBJECTS

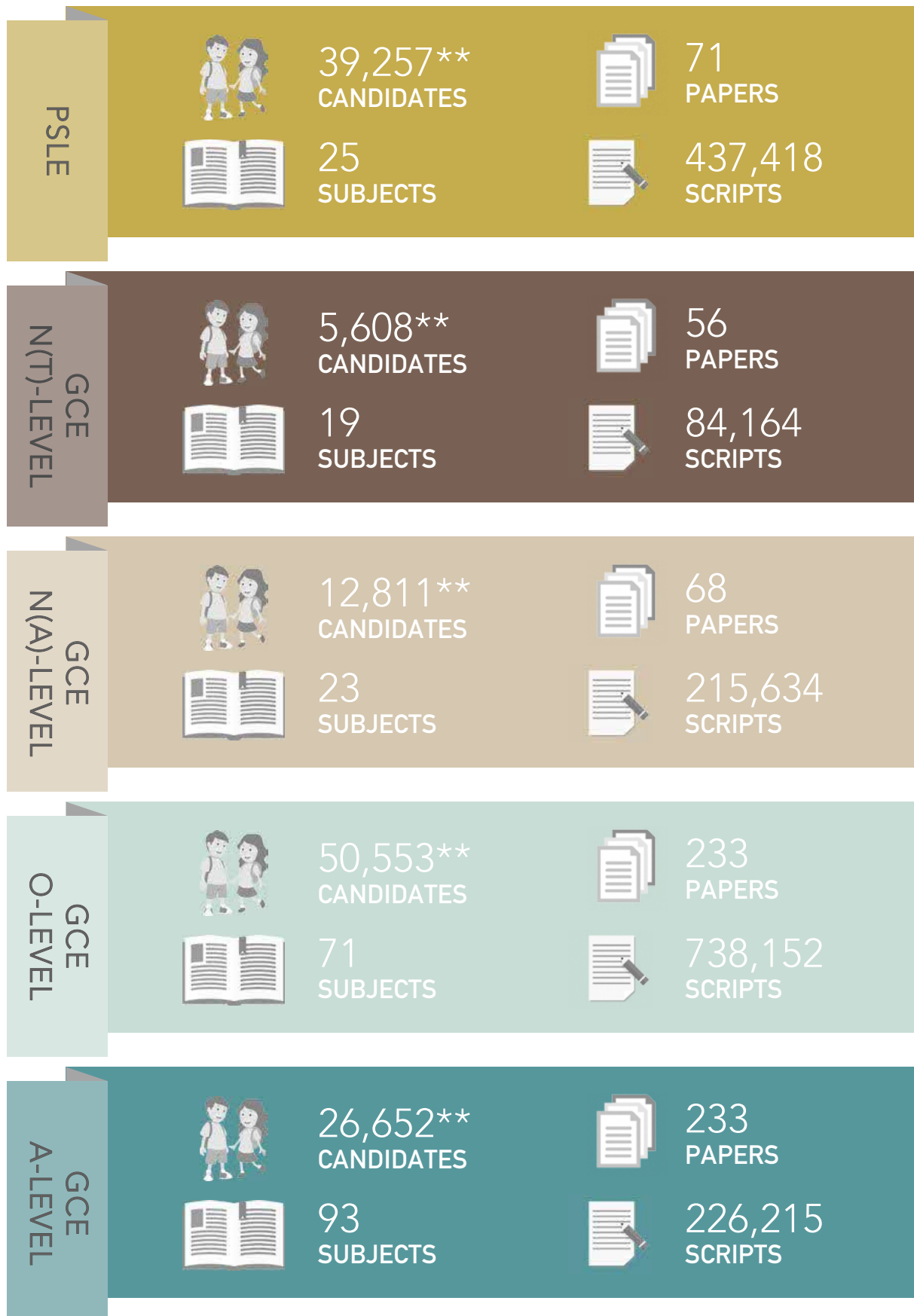


661 PAPERS



1,701,583
SCRIPTS

* 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.



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

PSLE

66.4% qualified for Express
 10.6% qualified for N(T)-Level
 21.4% qualified for N(A)-Level
 1.6% not posted

GCE N(T)-LEVEL

97.1% awarded certificate

GCE N(A)-LEVEL

99.6% awarded certificate

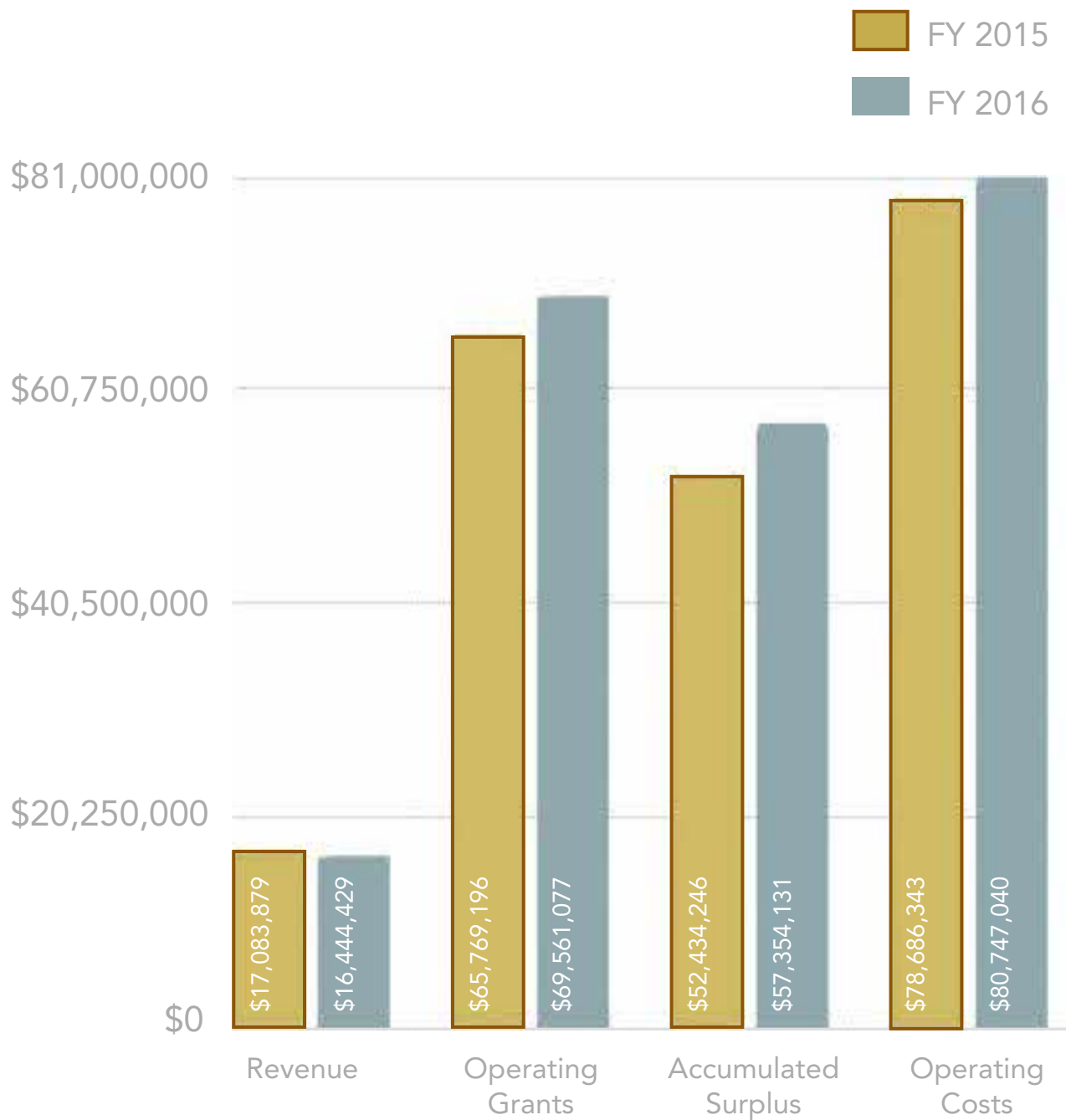
GCE O-LEVEL

96.5% with at least 3 O-Level passes
 84.3% with at least 5 O-Level passes

GCE A-LEVEL

92.6% with at least 3 H2 passes,
 with a pass in General Paper or
 Knowledge & Inquiry

FINANCIAL OVERVIEW



Perseverance

Respect

Discipline

YEAR IN REVIEW: NATIONAL EXAMINATIONS



KEY HIGHLIGHTS



2016 PRIMARY SCHOOL LEAVING EXAMINATIONS (PSLE)

The 2016 PSLE written examinations were conducted from 29 September to 5 October 2016. The examination results were released on 24 November 2016.



2016 SINGAPORE-CAMBRIDGE GCE N(T)-LEVEL AND N(A)-LEVEL EXAMINATIONS

The 2016 GCE N(T)-Level and N(A)-Level written examinations were conducted from 13 to 21 September 2016 and from 3 to 12 October 2016, respectively. The examination results were released on 19 December 2016.

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



2016 SINGAPORE-CAMBRIDGE GCE O-LEVEL EXAMINATION

The 2016 GCE O-Level written examinations were conducted from 10 October to 18 November 2016. The examination results were released on 11 January 2017.

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

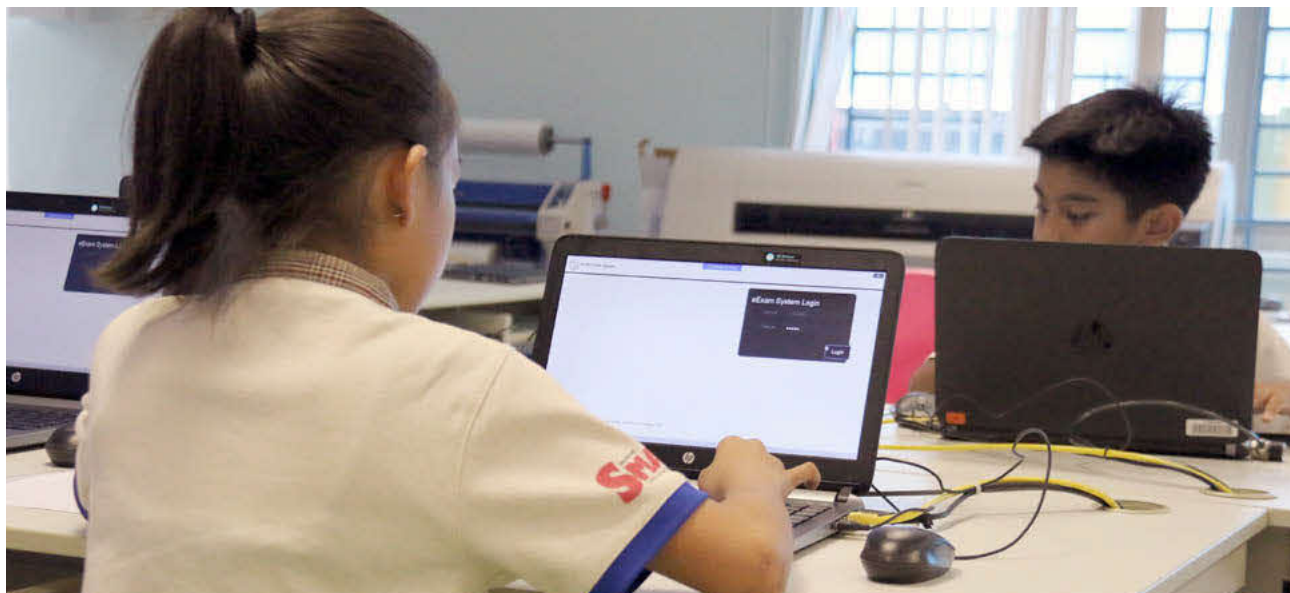


2016 SINGAPORE-CAMBRIDGE GCE A-LEVEL EXAMINATION

The 2016 GCE A-Level written examinations were conducted from 19 October to 6 December 2016. The examination results were released on 24 February 2017.

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

E-EXAMINATIONS



THE E-ORAL EXAMINATION

A total of 59,284 school candidates offering the following subjects in the 2016 GCE N(T)-Level, N(A)-Level and O-Level examinations were examined for the first time using SEAB's e-Oral platform:

- GCE N(T)-Level English Language Syllabus T
- GCE N(T)-Level Basic Mother Tongue Language (MTL)
- GCE N(A)-Level MTL
- GCE O-Level MTL
- GCE O-Level Higher MTL

To familiarise schools with the e-Examination procedures and processes, all candidates sitting an e-Oral examination participated in the practice sessions conducted by SEAB in April 2016.

The 2016 GCE O-Level and A-Level Mother Tongue Language B syllabus (MTLB) e-Oral examinations offered by 2,021 and 370 school candidates, respectively were successfully conducted. The GCE A-Level H1 MTL e-Oral examinations was also conducted successfully for 5,392 school candidates.

THE E-WRITTEN EXAMINATION

In November 2016, SEAB successfully conducted the e-Written examination involving 266 GCE O-Level and 287 A-Level MTLB candidates across 98 secondary schools and 20 colleges/institutions. SEAB had also successfully conducted the inaugural e-Written examination for 325 candidates across 18 junior colleges for the GCE A-Level H2 Mother Tongue Language and Literature Paper 2. For this e-Written examination, candidates were required to process textual information from multiple sources and complete and submit a commentary electronically. The candidates completed the e-Written examination successfully and then gave favourable feedback on the conduct of the e-examination.

THE LISTENING COMPREHENSION E-BROADCAST

Listening Comprehension (LC) for the GCE A-Level MTLB examination was successfully broadcast via the SEAB eExam System. With the e-broadcast, there is no longer a need to produce compact discs (CDs) for examinations and consequently, schools need not broadcast the LC examinations via portable CD players.

PREPARATION FOR E-EXAMINATIONS IN 2017 PSLE

In 2017, e-Oral examination will be implemented for all six PSLE Mother Tongue Language subjects together with the revised Mother Tongue Language syllabuses. To prepare schools and candidates for the examinations in e-mode, SEAB conducted familiarisation sessions for the teachers and practice session for the 2016 Primary 5 students in April 2016. The familiarisation session for the teachers helped to reinforce their learning as Oral Examiners by providing hands-on practice on the eExam System and allowed schools to check the readiness of their ICT infrastructure. The practice session for the students helped familiarise them with the eExam System and the oral examination procedures and processes.

ONLINE PAYMENT OF EXAMINATION FEES FOR 2017 PRIVATE CANDIDATES REGISTRATION EXERCISE

Private candidates registering for the 2017 GCE-level examinations were given the option to pay the examination fees online immediately upon registration. In the past, private candidates paid their examination fees a week after the registration period. With the online payment option, candidates no longer had to wait to pay or miss the payment deadline.





YEAR IN REVIEW:

INTERNATIONAL RELATIONS & EXCHANGES

KEY HIGHLIGHTS

42ND INTERNATIONAL ASSOCIATION FOR EDUCATIONAL ASSESSMENT (IAEA) CONFERENCE, CAPE TOWN, SOUTH AFRICA



The 42nd IAEA conference was organised by South Africa's UMALUSI Council for Quality Assurance in General and Further Education and Training in conjunction with their 15th anniversary celebration. The conference was held in Cape Town, South Africa, from 21 to 26 August 2016.

SEAB was invited by the UMALUSI Council for Quality Assurance in General and Further Education and Training to conduct a pre-conference workshop for their examiners from the Department of Basic Education (DBE), Department of Higher Education and Training (DHET), Independent Examinations Board (IEB), and the South African Comprehensive Assessment Institute (SACAI). The workshop, 'A Framework for Thinking about Item Demand', developed by Dr Leong See Cheng, Lead Assessment Specialist, Assessment Services, and facilitated by Dr Ng Siow Chin, Deputy Director, Research and Development, and Ms Adeline Teng, Assessment Specialist, Assessment Services, covered the following areas:

- an update of an item demand framework that incorporates mental demands;
- the psychological processes of judging item demand; and
- using the ideas of item demand in a construct map.

Dr Ng and Ms Teng also represented SEAB in presenting two papers at the IAEA Conference. Dr Ng presented a paper entitled 'Assessment of 21st Century Skills in Singapore – a Decade's Journey'. The presentation described a methodology developed by SEAB to compare cohorts' performance over the past decade. The findings, further augmented with qualitative descriptions, provided an indication of

students' acquisition of relevant skills articulated in the Ministry of Education (MOE) Singapore's 21st Century Competencies Framework 2010. The second presentation, 'PACE: Using qualitative assessment data to drive teaching and learning of Mathematics for lower primary students', was presented by Ms Teng. Her presentation described the Singapore teachers' journey with the PACE approach to bridge students' learning gaps by using student performance data from MathsCheck-P2, an online assessment tool developed by SEAB.

2016 ACADEMIC FORUM ON ENGLISH LANGUAGE TESTING IN ASIA (AFELTA)



Started in 1998, the AFELTA has served as an annual platform for educational organisations in Asia to share their knowledge and experiences in English Language assessment. The 2016 AFELTA was hosted by the Hong Kong Examinations and Assessment Authority (HKEAA) in Hong Kong from 25 to 26 November 2016.

Mrs Doreen Goh, Deputy Director, Assessment Planning and Development and Dr Rajenthiran Sellan, Assessment Specialist, Assessment Planning and Development, represented SEAB at the Forum. They presented a paper that focused on recent changes in the Primary Six English Language writing paper.

SHARING ON NATIONAL EXAMINATIONS TO MOSCOW CITY DEPARTMENT OF EDUCATION AND THE MINISTRY OF EDUCATION AND SCIENCE OF THE RUSSIAN FEDERATION

Mr Yue Lip Sin, Director, Assessment Planning and Development, was invited by the MOE Singapore to share on the Singapore's national examinations system, assessment principles and processes to the Moscow City Department of Education and the Ministry of Education and Science of the Russian Federation. The sharing was held on 28 February 2017.



INTERNATIONAL AND LOCAL OUTREACH

SEAB hosted a total of eight local and overseas agencies during their corporate visits. These agencies were interested to learn more about SEAB's work, Singapore's National Examinations, assessment principles and processes, and e-Examinations.

The following were the eight agencies hosted by SEAB:

INTERNATIONAL:

- Mauritius Ministry of Education and Human Resources, Tertiary Education and Scientific Research
- India Council for the Indian School Certificate Examinations
- Qatari Ministry of Education and Higher Education
- World Bank and Ministry of Education and Science of the Russian Federation
- Participants of the Asian Development Bank (ADB) – The Head Foundation (THF) Professional Learning Programme
- Abu Dhabi Education Council

LOCAL:

- Singapore Police Force's Home Team School of Criminal Investigation
- Republic Polytechnic

2016 MOE PROFESSIONAL FORUM ON RESEARCH AND PRACTICE, SINGAPORE

Dr Tay Poh Hua, Dr Ng Siow Chin and Ms Wee Tian Lu of the Research and Development Division presented a paper entitled 'How to uncover relevant 21st Century Skills from Project Work data' at the 2016 MOE Professional Forum on Research and Practice on 26 October 2016. The focus of the presentation was on the methodology that SEAB had developed to uncover students' attainment of 21st Century Skills from Project Work examination data. The forum was attended by education specialists from the MOE.

SHARING ON ASSESSMENT AT N1 SCHOOL CLUSTER BOARD MEETING

Mr Yue Lip Sin, Director, Assessment Planning & Development, was invited to share key assessment perspectives and practices with school leaders at the N1 Cluster Board meeting on 24 October 2016. The sharing covered the close coherence of Curriculum-Pedagogy-Assessment, Synoptic Assessment and Wash Back of Assessment. The school leaders found the sharing informative and beneficial.

YEAR IN REVIEW: ASSESSMENT SERVICES AND PRODUCTS



KEY HIGHLIGHTS

SEAB ASSESSMENT SEMINAR

The 2016 SEAB Assessment Seminar on 'Assessment Perspectives, Strategies and Methods for Classroom Practice' was held in April 2016. There were more than 600 teachers from primary and secondary schools, MOE and overseas iPSLE centres. Besides the keynote address by SEAB's Chief Executive, Ms Tan Lay Choo, 17 papers on various topics and aspects of educational assessment were presented. The aim of the seminar was for SEAB staff to share their assessment knowledge and experiences to promote good assessment practices by teachers in the classroom. The seminar was well-received with most of the participants agreeing that the seminar had met its objective in providing them with new assessment perspectives, methods and strategies for use in the classroom. In particular, the participants valued the wide range

of topics presented, covering both discipline-specific and cross-disciplinary assessment concepts and perspectives.

ASSESSMENT IN SINGAPORE VOLUME 2 – STRATEGIES AND METHODS FOR CLASSROOM PRACTICE

SEAB launched another publication entitled 'Assessment in Singapore Volume 2 – Strategies and Methods for Classroom Practice' to commemorate its 12th Anniversary on 1 April 2016. Twenty essays were penned by SEAB officers to share their thoughts on assessment strategies and methods for classroom practices in schools.

SPECIALIST DIPLOMA IN EDUCATIONAL ASSESSMENT (SDEA)

The six participants for the 2015 SDEA programme had successfully completed the programme and

were awarded the Specialist Diploma in Educational Assessment at the graduation ceremony held on 7 July 2016.

CERTIFICATE IN EDUCATIONAL ASSESSMENT (PRIMARY ENGLISH – WRITING AND READING)

A new Certificate in Educational Assessment (CEA) for Primary English Language teachers was launched in June 2016. The 120-hour learning programme aimed to equip teachers with the knowledge and skills to apply assessment principles and concepts in assessing Primary English Language curriculum in the areas of Writing and Reading. All 16 participants for the inaugural CEA programme met the requirements of the course and were awarded with the CEA certificate on 27 December 2016. Evidently, the CEA programme had been well-received by the participants with positive feedback and high quality projects.





TRAINING AND CONSULTANCY SERVICES

Between January and December 2016, a total of 80 assessment workshops were conducted for about 2,600 participants. The workshops included Introduction to Assessment for Beginning Teachers, Primary 4 Assessment Literacy Workshop, Secondary Assessment Workshop and other assessment workshops. Generally, the participants found the workshops useful for their professional development.

SINGAPORE MATHEMATICS SKILLS CHECK FOR PRIMARY TWO (MATHSCHECK-P2)

MathsCheck-P2 is a standardised online assessment tool which measures students' mastery of Mathematics knowledge and skills at the end of Primary 2. The information elicited from the tool, in the form of four reports, aims to inform learning programmes and instructional practice to maximise class and individual student learning at Primary 3. A companion programme, Purposeful Assessment Collaboration for Educators (P.A.C.E.), is conducted to support teachers from participating schools in the use of the MathsCheck-P2 reports to identify gaps for planning follow-up learning programmes for different groups of students. Since its inception in 2014, MathsCheck-P2 has been administered to about 45,000 students in 134 primary schools, and 269 teacher participants in P.A.C.E., of which the 3rd administration in October 2016 attracted 72 schools, 14,864 students, and 67 teacher participants.

SINGAPORE INTERNATIONAL PRIMARY SCHOOL EXAMINATION (iPSLE)

The 2016 *iPSLE* was conducted from 11 to 25 July 2016. About 1,400 candidates from 14 overseas *iPSLE* centres in six countries sat for the examinations.

Siam Singapore International School: RVi Academy Bangkok has been appointed as an *iPSLE* examination centre in Bangkok, Thailand on 5 January 2017.

AEIS/SPERS-SECONDARY TESTS

On 21 to 23 September 2016, SEAB administered the Admissions Exercise for International Students (AEIS) and School Placement Exercise for Returning Singaporeans – Secondary Levels (SPERS-Secondary) tests on behalf of MOE. About 3,600 candidates sat for the tests at the Singapore EXPO Convention and Exhibition Centre.

SEAB conducted the Supplementary Placement Exercise (SPE) on behalf of MOE for about 150 candidates on 15 December 2016. The SPE is a centralised test for returning Singaporeans who wish to seek admission into secondary schools but had missed the earlier exercise held in September 2016.

SEAB also conducted the Supplementary Admissions Exercise for International Students (S-AEIS) tests on behalf of MOE for about 900 primary level candidates and 650 secondary level candidates on 22 and 23 February 2017. The S-AEIS is a centralised test for international students who wish to seek admission into primary and secondary schools and have missed the earlier exercise held in September 2016.



ORGANISATIONAL EXCELLENCE



KEY HIGHLIGHTS

SEAB 3-IN-1 BUSINESS EXCELLENCE CERTIFICATION

SEAB started its Business Excellence (BE) journey in 2006, achieving the People Developer (PD) standard, a niche BE standard in recognition of organisations with a total approach to attracting, managing and engaging employees for high performance. In 2013, SEAB received the Singapore Quality Class (SQC) certification, which provided a more holistic and comprehensive coverage of the BE Framework, in addition to the renewal of the PD standard.

In May 2016, SEAB scaled up its BE journey by acquiring the SQC Star, Singapore Innovation Class (I-Class) and PD standards' certifications. The SQC Star certification is given to organisations that made further improvements in their BE journey. The I-Class, a niche BE standard for innovation, was another recognition of SEAB's efforts, this time, on the innovation front.

The attainment of the 3-in-1 BE certifications affirmed that SEAB's practices, systems and processes were aligned to standards of excellence, and validated SEAB's work in creating value for its stakeholders.

STAKEHOLDER ENGAGEMENT

As part of SEAB's stakeholder engagement plans, a second session of 'Conversations with SEAB' was conducted on 1 September 2016 for a group of teachers from the National Institute of Education's (NIE) Management and Leadership in Schools (MLS) Programme. Hosted by SEAB Senior Management, the discussion covered queries on assessment planning and development, exam processes and e-examinations.

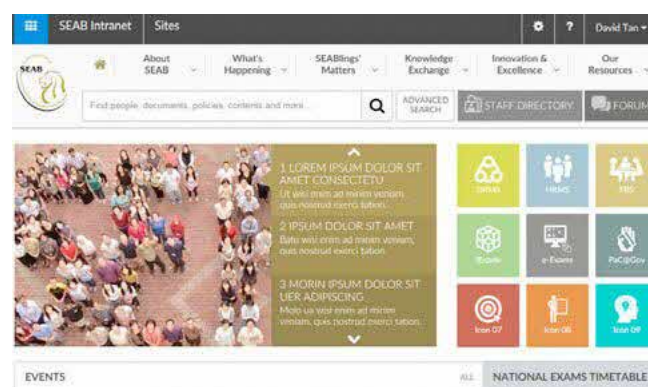
Beyond the MLS group, SEAB had extended our engagement efforts to the senior teachers in schools in 2017. An engagement session was held for senior teachers attending NIE's Teacher Leaders Programme on 3 March 2017. The session was interactive with discussions on various aspects of the national examinations and assessment principles.

2016 EMPLOYEE ENGAGEMENT SURVEY (EES)

SEAB had conducted the biennial 2016 EES in May 2016. A Culture Alignment Survey was incorporated as a new segment in the EES, which would allow SEAB to articulate and leverage Culture as a driver of strategy, help in building a culture transformation roadmap and align SEAB's people practices to the desired culture.

The EES achieved a good response rate of 98%. SEAB's overall Employee Engagement Score improved in 2016, including an improvement in the satisfaction scores across all engagement drivers. The EES 2016 results were shared with staff in January 2017. The presentation also included the action plans to be embarked on to improve the key drivers for a more engaged SEAB.

REVAMP OF SEAB'S INTRANET AND NEW KNOWLEDGE MANAGEMENT SYSTEM (IKMS)



SEAB embarked on its Knowledge Management (KM) journey in September 2016 to build a robust and useful KM System. This was a step forward to strengthen SEAB's culture and corporate identity by encouraging greater interaction and collaboration among staff, to promote a culture of knowledge creation and sharing within SEAB, as well as to serve to develop staff capabilities and competencies for the enhancement of organisational performance. The development of the KM System, comprising a revamped Intranet and a Document and Records Management System (DRMS), begun in 2016 and expected to be completed by 2017. Phase 1 of the Intranet will be launched in April 2017 and the DRMS, by September 2017.

STAFF DEVELOPMENT PROGRAMME

The programme was reviewed to ensure its relevance and competitiveness, taking reference from the Civil Service practice in the selection criteria, terms of award and bond period. The changes were implemented for the 2017 programme.

The 2017 application was launched in February 2017 and a staff from the Exam Operations Division was awarded the Sponsorship award to pursue a Diploma in Business Practice (Business Management) at the Singapore Polytechnic.

IMPLEMENTATION OF UNRECORDED VOLUNTEER LEAVE

In line with efforts to promote the culture of volunteerism in the Public Service and enhance SEAB's existing corporate social responsibility effort, SEAB implemented the one day unrecorded volunteer leave per calendar year with effect from 1 January 2017. Staff may use the one day leave to volunteer in their personal capacity at any local charity with an Institution of Public Character status.

SEAB REDEVELOPMENT AND RENOVATION PLANS



In November 2016, SEAB obtained the relevant planning authorities' approval for its existing premise at 298 Jalan Bukit Ho Swee (BHS) to be redeveloped as SEAB's permanent office. The aim was to consolidate SEAB's three existing sites at BHS, Tiong Bahru Examination Centre and Pandan Examination Centre into a single site at BHS so as to reap workflow efficiencies, maximise resources and save cost. The demolition and redevelopment activities are expected to last for about two years from 2018. A school site at Geylang Bahru and the existing Tiong Bahru Examination Centre would serve as holding sites for SEAB to carry out daily operations during the interim period.

PEOPLE AWARDS

2016 NATIONAL DAY AWARDS

COMMENDATION MEDAL

- Mrs Chen-Theng Geak Seng, Senior Assessment Specialist (Mathematics)

LONG SERVICE MEDAL

- Dr Ng Siow Chin, Deputy Director, Research and Development
- Mr Wong Cheow Cher, Lead Assessment Specialist, Measurement and Analytics
- Ms Tan Hwa Mei, Assessment Specialist, Assessment Research and Technology
- Ms Too Jye Yuin, Assessment Officer (Chinese Language)

2016 MOE INNERGY AWARD

Established in 2015, the MOE Innergy (Statutory Board) Awards recognise the innovation efforts of MOE statutory boards that have generated significant benefits to stakeholders.

Three SEAB projects were conferred with awards in 2016:

BRONZE AWARD

- 'Automation of Exam Personnel Claims Submission and Online Duty Attendance During Marking Exercises' introduced the implementation of an online duty attendance-taking system for exam personnel, as well as facilitated automation of their claims submission process. This initiative helped to improve data integrity in the attendance records as well as ensured accuracy in payments made.

COMMENDATION AWARD

- 'Enhancement of HRMSII for SEAB (Appraisal Module)' enabled the development of an integrated electronic performance appraisal system for SEAB that promotes productivity, transparency, learning and growth, as well as cut down physical space for storage of personnel documents.
- 'Implementation of SEAB Wellness Programme' sought to improve productivity and engagement of staff at work through a series of wellness activities.



2016 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 2016, three SEAB officers received the Silver Award:

- Ms Cheong Yin Yuen, Senior Assessment Specialist (Languages & Literature)
- Ms Yeo Ching Yin Adeline, Assistant Manager (Assessment Services)
- Mr Cheong Han Leong, Manager (PSLE)

2016 SEAB INSPIRE AWARDS

The SEAB INSpirE Awards seek to recognise and reward SEAB officers for their efforts in ideation, innovation, process improvements and service excellence. The 2016 INSpirE Awards, given out in March 2017, comprise a total of 9 Bright Sparks Awards, 16 Service Excellence Awards, 1 Ideator Award and 18 WITS Awards.

2016 LONG SERVICE AWARDS

5 YEARS AWARD RECIPIENTS

- Mr Teo Hongjian Jeff, Assessment Officer (Mathematics)
- Ms Heng Peck Yhin Pearlyn, Manager (A-Level / Coursework)
- Mr Mohammad Faizal Bin Zainal, Manager, Assessment Research & Technology
- Ms Leong Fang Meng Mandy, Manager, Assessment Services
- Ms Kam Ming Wei Marilyn, Assistant Manager (Digital Media)
- Ms Tan Sou Mui, Executive (A-Level / Course Work)
- Ms Leow Danli Karen, Executive, Office & Estate Management

10 YEARS AWARD RECIPIENTS

- Ms Roslinda Sahamad, Assessment Specialist (Malay Language)
- Mr Ow Mun Hoe, Senior Assessment Specialist (Sciences)
- Mr Ong Yee Hwee Bryan, Manager (Ops Support)
- Ms Chang Wai Yeng, Manager (A-Level / Course Work)
- Ms Leow Gek Tiang, Manager (Exam Compliance & Services)
- Mr Cheong Han Leong, Manager (PSLE)
- Ms Teo Yen Peng, Assessment Officer (Humanities)
- Mr Chong Tze Wen, Assessment Officer (Languages & Literature)

15 YEARS AWARD RECIPIENTS

- Ms Low Ying Ping, Assessment Specialist (Languages & Literature)
- Ms Norzanariah Binte Mohd Said, Assessment Officer (Malay Language)
- Mr Woon Tien Kim Louis, Assistant Director, Information Systems
- Ms Elaine Teo, Executive Assistant (O / N-Level)

20 YEARS AWARD RECIPIENTS

- Mr Wong Tien Han, Assistant Director, Exam Planning & Administration
- Ms Chua Lay Keng, Senior Assessment Specialist (Chinese Language)
- Mr Lee Choon Kiong, Assessment Officer (Sciences)

25 YEARS AWARD RECIPIENTS

- Dr Ng Siow Chin, Deputy Director, Research and Development
- Ms Tan Hwa Mei, Assessment Specialist, Assessment Research and Technology
- Ms Too Jye Yui, Assessment Officer (Chinese Language)
- Mr Hou Nam Soon Phillip, Executive (IT Support Services)

30 YEARS AWARD RECIPIENTS

- Mrs Chow Hong Kheng, Senior Assessment Specialist (Humanities)
- Ms Goh Lin Ngin, Graphic Artist
- Ms Toh Hoon Sin, Deputy Director, Assessment Planning and Development

35 YEARS AWARD RECIPIENTS

- Ms Tan Lay Choo, Chief Executive



Financial Statements
Singapore Examinations and Assessment Board

31 March 2017

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

Professor Tan Cheng Yian Bernard
Vice-Provost (Undergraduate Education), National University of
Singapore

Mr Yuen Djia Chiang Jonathan
Partner, Rajah & Tann Singapore LLP

Mr Hoo Eng Jek Richard
Deputy Chief Executive Officer, Urban Redevelopment Authority
(Appointed on 1 April 2016)

Mr Chan Cheow Hoe
Deputy Chief Executive/Government Chief Information Officer
Government Technology Agency (Appointed on 1 April 2016)

Mr Chen Kong Chee Jason
Senior Director, Planning and Organisation, Ministry of Home
Affairs (Appointed on 1 April 2016)

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
24 Raffles Place, #07-03
Clifford Centre
Singapore 048621

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Statement by the Singapore Examinations and Assessment Board

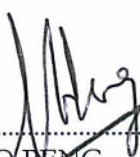
for the financial year ended 31 March 2017

In our opinion,

- (i) the accompanying financial statements of the Singapore Examinations and Assessment Board (the “Board”) as set out on pages 6 to 29 are properly drawn up in accordance with the provisions of the Singapore Examinations and Assessment Board 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 2017 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: 3 July 2017

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

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Singapore Examinations and Assessment Board (the "Board"), which comprise the statement of financial position as at 31 March 2017, and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the financial year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of the Singapore Examinations and Assessment Act, Chapter 299A (the "Act") and Statutory Board Financial Reporting Standards so as to present fairly, in all material respects, the state of affairs of the Board as at 31 March 2017 and the results, changes in equity and cash flows of the Board for the financial year then ended on that date.

Basis for Opinion

We conducted our audit in accordance with Singapore Standards on Auditing ("SSAs"). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Board in accordance with the Accounting and Corporate Regulatory Authority ("ACRA") Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities ("ACRA Code") together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for the other information. The other information comprises the Annual Report and Statement by the Board, but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed on the other information obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

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

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Act and Statutory Board Financial Reporting Standards, 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.

A statutory board is constituted based on its Act and its dissolution requires Parliament's approval. In preparing the financial statements, management is responsible for assessing the Board's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless there is intention to wind up the Board or for the Board to cease operations.

Those charged with governance are responsible for overseeing the Board's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with SSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Board's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Board to cease to continue as a going concern.

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

Auditor's Responsibilities for the Audit of the Financial Statements (Cont'd)

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on Other Legal and Regulatory Requirements

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.

Basis for Opinion

We conducted our audit in accordance with SSAs. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Compliance Audit* section of our report. We are independent of the Board in accordance with the ACRA Code together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on management's compliance.

Responsibilities of Management 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 Responsibilities for the Compliance Audit

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.

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

Auditor's Responsibilities for the Compliance Audit (Cont'd)

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.



Foo Kon Tan LLP
Public Accountants and
Chartered Accountants
Singapore

Statement of financial position as at 31 March 2017

	Note	31 March 2017 \$	31 March 2016 \$
ASSETS			
Non-Current			
Plant and equipment	3	5,236,837	6,403,399
		5,236,837	6,403,399
Current			
Trade and other receivables	4	2,297,304	3,152,265
Prepayments		777,182	118,453
Cash and cash equivalents	5	78,790,243	68,075,497
		81,864,729	71,346,215
Total assets		87,101,566	77,749,614
EQUITY AND LIABILITIES			
Capital and Reserve			
Capital account	6	11,627,679	11,627,679
Accumulated surplus		58,356,546	53,436,661
Other losses		(1,002,415)	(1,002,415)
Total equity		68,981,810	64,061,925
Liabilities			
Non-current			
Obligations in respect of pension scheme	7	5,289,258	5,289,789
Deferred Income		246,693	291,093
		5,535,951	5,580,882
Current			
Trade and other payables	8	10,056,104	6,701,289
Income received in advance		1,360,583	477,369
Grants received in advance	9	31,912	3,269
Provision for contribution to Consolidated Fund	13	1,007,687	818,200
Obligations in respect of pension scheme	7	83,119	62,280
Deferred income		44,400	44,400
		12,583,805	8,106,807
Total liabilities		18,119,756	13,687,689
Total equity and liabilities		87,101,566	77,749,614

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 2017

	Note	Year ended 31 March 2017 \$	Year ended 31 March 2016 \$
Revenue			
Examination fees		8,794,528	8,874,997
Other operating income	10	8,117,545	9,187,838
		16,912,073	18,062,835
Cost and operating expenses			
Examination and outsourcing fees		(19,946,083)	(23,123,233)
Staff costs	11	(28,211,639)	(26,213,834)
Depreciation of plant and equipment	3	(1,820,299)	(1,307,793)
Other operating expenses	12	(31,236,663)	(29,020,439)
Total operating expenses		(81,214,684)	(79,665,299)
Operating deficit		(64,302,611)	(61,602,464)
Non-operating income			
Interest income - fixed deposits		669,106	646,207
Deficit before grants and contribution to consolidated fund and taxation		(63,633,505)	(60,956,257)
Operating grants	9	69,561,077	65,769,196
Surplus before contribution to consolidated fund and taxation		5,927,572	4,812,939
Contribution to consolidated fund	13	(1,007,687)	(818,200)
Net surplus for the year, representing total comprehensive income for the year		4,919,885	3,994,739

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 2017

	Note	Capital account \$	Accumulated surplus \$	Other losses \$	Total \$
Balance at 1 April 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	14	-	(951,000)	-	(951,000)
Balance at 31 March 2016		11,627,679	53,436,661	(1,002,415)	64,061,925
Net surplus for the year		-	4,919,885	-	4,919,885
Total comprehensive surplus for the year		-	4,919,885	-	4,919,885
Balance at 31 March 2017		11,627,679	58,356,546	(1,002,415)	68,981,810

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 2017

	Note	Year ended 31 March 2017 \$	Year ended 31 March 2016 \$
Cash Flows from Operating Activities			
Deficit before grants and contribution to consolidated fund and taxation		(63,633,505)	(60,956,257)
Adjustments for:			
Depreciation of plant and equipment	3	1,820,299	1,307,793
Obligations in respect of pension scheme	7	234,324	230,954
Income received from assets transferred		(30,227)	(82,103)
Gain on disposal of plant and equipment	12	(837)	(366)
Interest income		(669,106)	(646,207)
Operating deficit before working capital changes		(62,279,052)	(60,146,186)
Increase/(decrease) in trade and other receivables		809,819	(1,307,613)
Decrease in prepayments		(658,729)	(108,568)
Increase in trade and other payables		3,354,815	576,906
Increase/(decrease) in income received in advance		883,214	(187,484)
Decrease/(increase) in deferred Income		(44,400)	335,493
Cash used in operations		(57,934,333)	(60,837,452)
Payment of pension scheme	7	(214,016)	(62,279)
Interest received		714,248	554,926
Payment to consolidated fund	13	(818,200)	(3,741)
Grants received from Government	9	69,589,720	65,726,685
Net cash flows generated from operating activities		11,337,419	5,378,139
Cash Flows from Investing Activities			
Purchase of plant and equipment		(623,555)	(3,324,160)
Proceeds from disposal of plant and equipment		882	366
Net cash flows used in investing activities		(622,673)	(3,323,794)
Cash Flows from Financing Activities			
Dividend paid	14	-	(951,000)
Net cash flows (used in)/generated from financing activities		-	(951,000)
Net increase in cash and cash equivalents		10,714,746	1,103,345
Cash and cash equivalents at beginning of year		68,075,497	66,972,152
Cash and cash equivalents at end of year	5	78,790,243	68,075,497

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 2017

1 General information

The Singapore Examinations and Assessment Board (“SEAB” or the “Board”) was established under the Singapore Examinations and Assessment Board Act, Chapter 299A 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, Chapter 299A 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, Chapter 299A 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 Board are presented in Singapore dollars (“SGD” or “S\$”).

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.

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

Significant accounting estimates and judgements (Cont'd)

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 assumptions 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 2017 are \$5,236,837 (2016 - \$6,403,399). 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.

The Board will be relocating from its current office premises at No. 298 Jalan Bukit Ho Swee Singapore 169565 and No. 700 West Coast Road Singapore 608785 respectively to a temporary office site located at No. 3 Geylang Bahru Lane Singapore 339626 by December 2017. Management has identified certain plant and equipment that will not be relocated to the new premise and accordingly, management has accelerated the depreciation expense of these assets by \$51,000 as a change in accounting estimates in the statement of income and expenditure in accordance with SB-FRS 8 – *Accounting Policies, Changes in Accounting Estimates and Errors*.

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 2016:

Reference	Description
Amendments to SB-FRS 1	<i>Disclosure Initiatives</i>

2(b) Adoption of new and revised standards (Cont'd)

The amendments to SB-FRS 1 *Presentation of Financial Statements* clarify, rather than significantly change, existing SB-FRS 1 requirements. The amendments clarify:

- The materiality requirements in SB-FRS 1
- That specific line items in the statement(s) of comprehensive income and other comprehensive income (“OCI”) and the statement of financial position may be disaggregated
- That entities should adopt a systemic order in which they present the notes to financial statements
- That the share of OCI of associates and joint ventures accounted for using the equity method must be presented in aggregate as a single line item, and classified between those items that will or will not be subsequently reclassified to comprehensive income.

Furthermore, the amendments clarify the requirements that apply when additional subtotals are presented in the statement of financial position and the statement(s) of comprehensive income and OCI. The amendments to SB-FRS 1 are effective for annual periods beginning on or after 1 January 2016. As this is a disclosure standard, it will have no impact to the financial position and performance of the Board when applied in.

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 2016 that are not effective but may be early adopted for the current financial year:

Reference	Description	Effective date (Annual periods beginning on or after)
SB-FRS 115	<i>Revenue from Contracts with Customers</i>	1 January 2018
SB-FRS 109	<i>Financial Instruments</i>	1 January 2018
SB-FRS 116	<i>Leases</i>	1 January 2019

SB-FRS 115 *Revenue from Contracts with Customers*

SB-FRS 115 *Revenue from Contracts with Customers* establishes a framework for determining when and how to recognise revenue. The objective of the standard is to establish the principles that an entity shall apply to report useful information about the nature, amount, timing and uncertainty of revenue and cash flows arising from a contract with a customer. It established a new five-step model that will apply to revenue arising from contracts with customers. Under SB-FRS 115, revenue is recognised at an amount that reflects the consideration to which an entity expects to be entitled in exchange for transferring goods and services to a customer.

The standard replaces SB-FRS 11 *Construction Contracts*, SB-FRS 18 *Revenue*, INT SB-FRS 113 *Customer Loyalty Programmes*, INT SB-FRS 115 *Agreements for the Construction of Real Estate*, INT SB-FRS 118 *Transfer of Assets from Customers* and INT SB-FRS 31 *Revenue – Barter Transactions involving Advertising Services*. The new standard applies to contracts with customers. However, it does not apply to insurance contracts, financial instruments or lease contracts, which fall into the scope of other standards. SB-FRS 115 is effective for annual periods beginning on or after 1 January 2018. The Board is currently assessing the impact to the financial statements.

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

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.

SB-FRS 116 *Leases*

SB-FRS 116 *Leases* replaces accounting requirements introduced more than 30 years ago in accordance with SB-FRS 17 *Leases* that are no longer considered fit for purpose, and is a major revision of the way in which companies where it is required lessees to recognise most leases on their balance sheets. Lessor accounting is substantially unchanged from current accounting in accordance with SB-FRS 17. SB-FRS 116 *Leases* will be effective for accounting periods beginning on or after 1 January 2019. Early adoption will be permitted, provided the Board has adopted SB-FRS 115. 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
Computer hardware	3-5 years
Audio visual equipment	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.

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

Plant and equipment and depreciation (Cont'd)

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.

Intangible assets

Intangible assets acquired separately, which comprise of computer software and development costs, are reported at cost less any accumulated amortisation and any accumulated impairment losses. Direct expenditure which enhances or extends the performance of application software beyond its specifications and which can be reliably measured is recognised as a capital improvement and added to the original cost of the software. Application software costing less than \$2,000 each are charged to the statement of comprehensive income in the year of purchase.

Amortisation of computer and system software is calculated on the straight-line basis to write-off the costs over their estimated useful lives of 3-5 years. The amortisation expense on intangible assets is recognised in the statement of comprehensive income.

The estimated useful life and amortisation method are reviewed at the end of each reporting period, with the effect of any changes in estimate being accounted for on a prospective basis.

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.

Subsequent measurement

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

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

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 known 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.

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.

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

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.

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 in 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.

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

Employee benefits (Cont'd)

Defined benefit plans (Cont'd)

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.

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.

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

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.

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 statement 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.

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

Foreign currencies (Cont'd)

Functional currency (Cont'd)

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 17.

3 Plant and equipment

	<u>Renovation</u>	<u>Mechanical and electrical equipment</u>	<u>Furniture and fittings</u>	<u>Office equipment</u>	<u>Computer hardware</u>	<u>Audio visual equipment</u>	<u>Computer and system software</u>	<u>Development project-in-progress</u>	<u>Total</u>
Cost	\$	\$	\$	\$	\$	\$	\$	\$	\$
At 1 April 2015	1,559,809	1,281,190	488,550	1,904,695	1,665,344	229,816	10,643,676	2,444,430	20,217,510
Additions	-	75,019	-	109,456	368,968	12,625	1,059,556	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	2,034,312	242,441	15,593,580	-	23,349,330
Additions	-	71,546	-	26,911	32,694	46,972	7,287	468,372	653,782
Disposals/written-off	-	(48,535)	-	(13,627)	(134,322)	(9,377)	(12,196)	-	(218,057)
Transfer	-	-	-	-	-	-	291,600	(291,600)	-
At 31 March 2017	1,559,809	1,659,443	488,550	1,807,490	1,932,684	280,036	15,880,271	176,772	23,785,055
Accumulated depreciation									
At 1 April 2015	1,545,791	1,146,338	455,701	1,562,191	1,570,462	186,691	9,445,407	-	15,912,581
Depreciation for the year	14,018	103,899	16,296	138,937	85,205	23,175	926,263	-	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	1,655,667	209,866	10,371,670	-	16,945,931
Depreciation for the year	-	177,102	11,335	127,238	102,649	23,961	1,378,014	-	1,820,299
Disposals/written-off	-	(48,490)	-	(13,627)	(134,322)	(9,377)	(12,196)	-	(218,012)
At 31 March 2017	1,559,809	1,324,351	483,332	1,594,794	1,623,994	224,450	11,737,488	-	18,548,218
Net book value									
At 31 March 2017	-	335,092	5,218	212,696	308,690	55,586	4,142,783	176,772	5,236,837
At 31 March 2016	-	440,693	16,553	313,023	378,645	32,575	5,221,910	-	6,403,399

During the financial year, the Board acquired network servers under the category of “Computer Hardware” at a cost of \$30,227 to enhance the network security system under the LAN remediation project. This was funded by Government Technology Agency and the corresponding amount was recognised as “other operating income” in the statement of comprehensive income.

4 Trade and other receivables

	2017 \$	2016 \$
Trade receivables	1,023,941	1,987,534
Fixed deposit interest receivable	435,340	480,482
Staff loans	291,093	340,511
Other receivables	546,930	343,738
	2,297,304	3,152,265

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 significant concentration of credit risk. One debtor constitutes 86% (2016 - 95%) 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

	2017 \$	2016 \$
Cash and bank balances	148,823	165,009
Cash with Accountant-General's Department ("AGD")	30,327,502	27,379,500
Cash held under Central Liquidity Management ("CLM") scheme	48,313,918	40,530,988
	78,790,243	68,075,497

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 1.24% to 1.49% (2016 - 1.06% to 1.46%) per annum.

Cash and cash equivalents are denominated in the following currencies:

	2017 \$	2016 \$
Singapore Dollars	78,641,420	67,910,488
Great Britain Pound	148,823	165,009
	78,790,243	68,075,497

6 Capital account

	2017 No. of shares	2016 No. of shares	2017 \$	2016 \$
Issued and paid up				
At 1 April and 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 obligations in respect of the pension scheme were as follows:

	2017	2016
	%	%
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:

	2017	2016
	\$	\$
Service cost		
Current service cost	124,733	122,998
Net interest expense	109,591	107,956
Components of defined benefit costs recognised in statement of comprehensive income	234,324	230,954

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

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

	2017 \$	2016 \$
Balance at 1 April	5,352,069	5,183,394
Current service cost	124,733	122,998
Interest cost	109,591	107,956
Benefits paid	(214,016)	(62,279)
Balance at 31 March	5,372,377	5,352,069

There was 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 \$45,418);
- 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

	2017 \$	2016 \$
Trade payables	5,103,325	2,657,300
GST payables	202,360	86,530
Provision for bonus	2,200,965	1,865,913
Accrued expenses	2,094,476	1,442,315
Other payables	454,978	649,231
	10,056,104	6,701,289

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:

	2017 \$	2016 \$
Singapore Dollars	7,296,774	6,226,638
Great Britain Pound	2,759,330	474,651
	10,056,104	6,701,289

9 Grants received in advance

	2017 \$	2016 \$
At 1 April	3,269	45,780
Grants received	69,589,720	65,726,685
Operating grants transferred to statement of comprehensive income during the year	(69,561,077)	(65,769,196)
At 31 March	31,912	3,269
Total grants received since inception of the Board	468,470,248	398,880,528

10 Other operating income

	2017 \$	2016 \$
Professional & Consultancy fees	5,939,563	6,160,370
Training fees	820,990	955,675
Exchange gain (net)	466,807	978,590
Gain on disposal of plant and equipment	837	366
Others	889,348	1,092,837
	8,117,545	9,187,838

11 Staff costs

	2017 \$	2016 \$
Key management personnel		
Salaries and related costs	2,075,334	2,002,771
CPF contributions	112,350	98,727
Pension benefits	8,772	9,052
	2,196,456	2,110,550
Other than key management personnel		
Salaries and related costs	23,094,563	21,573,686
CPF contributions	2,695,068	2,307,696
Pension benefits	225,552	221,902
	26,015,183	24,103,284
	28,211,639	26,213,834

12 Other operating expenses

	2017 \$	2016 \$
Examinations administrative expenses	11,911,459	11,696,094
Maintenance of office premises and information systems	9,106,590	8,609,290
Operating leases expenses	3,860,118	3,826,063
General and administrative expenses	6,358,496	4,888,992
	31,236,663	29,020,439

Included in general and administrative expenses are:

	2017 \$	2016 \$
Board members' allowance	78,750	90,000

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% (2016 - 17%).

	2017 \$	2016 \$
At 1 April	818,200	3,741
Payment during the year	(818,200)	(3,741)
Provision for the financial year	1,007,687	818,200
At 31 March	1,007,687	818,200

14 Dividends

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

15 Commitments

15.1 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:

	2017 \$	2016 \$
Not later than one year	5,206,740	3,455,139
Later than one year and not later than five years	4,965,312	2,193,165
	10,172,052	5,648,304

The leases on the Board’s premises on which rentals are payable will expire latest on 31 March 2020 and the current rent payable on the lease ranges from \$58,991 to \$206,888 per month, respectively which are subject to revision on renewal.

15.2 Other commitments

The Board is given the flexibility to lease for the use of computer equipment under Government Technology Agency’s PC Bulk Tender with no purchase 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 Government Technology Agency’s 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.

16 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 and 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 33% (2016 - 34%) of the total operating income. Purchase of supplies and services from Ministries, Organs of States and other Statutory Boards constitutes 11% (2016 - 11%) 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.

16 Significant related party transactions (Cont'd)

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.

17 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.

17.1 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 Accountant-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.

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.

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

17.2 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	2017 \$	2016 \$
Cash and cash equivalents	5	148,823	165,009
Trade and other payables	8	(2,759,330)	(474,651)
		(2,610,507)	(309,642)

Sensitivity analysis

A 10 per cent strengthening of GBP against Singapore dollars would have decrease surplus before contribution to consolidated fund by \$261,051 (2016 - decrease surplus before contribution to consolidated fund by \$30,964). 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.

17.3 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.

	Note	2017 \$	2016 \$
Trade and other payables	8	10,056,104	6,701,289

18 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.

18 Capital management (Cont'd)

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 2017 and 31 March 2016.

19 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.

(b) Financial instruments by category

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

	Note	2017 Loans and receivables \$	2016 Loans and receivables \$
Financial assets			
Trade and other receivables	4	2,297,304	3,152,265
Cash and bank balances	5	78,790,243	68,075,497
		81,087,547	71,227,762
		Other liabilities carried at amortised cost \$	Other liabilities carried at amortised cost \$
Financial liabilities			
Trade and other payables	8	(10,056,104)	(6,701,289)

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