



Open-ended Working Group on Ageing
for the purpose of strengthening the protection
of the human rights of older persons



UNITED NATIONS
HUMAN RIGHTS
OFFICE OF THE HIGH COMMISSIONER

Seventh Session of OEWG on Ageing 12-15 December 2016, UN Headquarters, New York

Application Form for Accreditation to the Open-ended Working Group on Ageing (OEWGA)

Accreditation is a **one-time process** by which not previously accredited non-governmental organizations become eligible to participate as observers in the Open-ended Working Group on Ageing. Accreditation is granted to organizations and not to individuals.

NGOs that have consultative status with the Economic and Social Council (ECOSOC) or were accredited before are already accredited to the Open-ended Working Group on Ageing. All other NGOs wishing to participate in the Seventh Session of the OEWGA **MUST** apply for accreditation.

The Application form (**in word document**) should contain all the following information:

a. The purpose of the organization;

Our vision is of an inclusive society for all ages that optimises the opportunities in longevity, and strengthens inter-generational solidarity.

Our mission is to advance a positive transformation of the ageing experience by seeking a mindset and systemic change by implementing innovation in community-based eldercare, training and education, policy relevant research, collaboration and advocacy.

b. Information as to the programmes and activities of the organization in areas relevant to the human rights of older persons;

Tsao Foundation's work is taken forward through four interlinked initiatives:

- 1) Hua Mei Centre for Successful Ageing or HMCSA, which pioneers medical, social and psycho-social care services to mature adults living the community, using a person-centred, team-managed approach

- 2) Hua Mei Training Academy or HMTA, the only dedicated provider of training in community-based eldercare, offering professional and entry-level certificate courses, as well as informal training and public education
- 3) International Longevity Centre Singapore, which implements ground-breaking community development programmes, policy relevant research, and stakeholder collaboration to join the dots between community, academic, enterprise and public policy for more innovative and effective approaches to population ageing.
- 4) Community for Successful Ageing or ComSA, which implements a whole Community Approach to Ageing in Place and Wellbeing of Older People where they can Live actively and securely in the community and dying peacefully at home by an integrated care system, taking a person centered, preventive, life course and public health approach to planning for a community, where there is an integrated continuum of health and social services, involves the promotion of active and healthy ageing; an engaged community with active volunteerism, mobilizing community resources to expand on the "community family", an enabling built environment, integrating housing, services [health and social] and transportation in the community

c. Confirmation of the activities of the organization at the national, regional or international level;

Tsao Foundation is registered and based in Singapore but regionally (ASEAN and China) oriented, meaning that we do look towards replication of our models and programmes and impact beyond the shores of Singapore.

d. Copies of the annual or other reports of the organization with financial statements, and a list of financial sources and contributions, including governmental contributions;

Annual Report 2015 is attached.

e. A list of members of the governing body of the organization and their countries of nationality;

Names	Nationality
1. Mary Ann Wai Sheng Tsao	Chinese
2. Chavalit Tsao	Thai
3. Phillip Tan Eng Seong	Singaporean

- | | | |
|----|----------------------|--------------|
| 4. | Tan Bee Nah | Singaporean |
| 5. | Loo Lian Ee | Singaporean |
| 6. | Elsie Low | Singaporean |
| 7. | Abdullah Bin Tarmugi | Singaporean |
| 8. | Anne Kim So Min | South Korean |

- f. A description of the membership of the organization, indicating the total number of members, the names of organizations that are members and their geographical distribution;

Tsao Foundation is not a membership based organisation but a not-for-profit operational foundation (meaning we run our own programmes and services and does not provide funding to other NGOs)

- g. A copy of the constitution and/or by-laws of the organization.

Attached here:

DEADLINE

Please note that the application form should be received by **31 October 2016**. NGOs are encouraged to send their applications by email at ageing-working-group@un.org

Applications for accreditation must be sent **in word document** by email to:

UNDESA DSPD Focal Point on Ageing
Email: ageing-working-group@un.org

Please note:

- The Secretariat shall circulate to all States members of the Open-ended Working Group a list of new applications for accreditation received from non-governmental organizations **no less than four weeks prior to each session of the Working Group, on a non-objection basis**, except for the first session of the Working Group, when circulation of the list will take place no later than two weeks prior to the session;
- NGOs are encouraged to apply for ECOSOC Consultative Status. Please visit this website to learn more on how to apply: <http://csonet.org/?menu=83>



Tsao Foundation

Longevity is Opportunity

TSAO FOUNDATION SNAPSHOT 2015

FEATURES, FIGURES AND FINANCIALS

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VISION, MISSION AND VALUES

Vision

Our vision is of an inclusive society for all ages that optimises opportunities in longevity.

Mission

To advance a positive transformation of the ageing experience, we seek constructive mindset and systemic change through innovation and advocacy in community-based eldercare, training and education, policy relevant research and collaboration.

Values

We are motivated by the spirit of innovation to find ways to improve the quality of life of older persons. In the pursuit of excellence, we set high professional standards for ourselves and for the services we provide. As a catalyst for constructive change, we actively promote scholarly research on ageing issues, invite distinguished scholars to share their expertise, and support policy planners through dialogue and feedback.

Founder: Mrs Tsao Ng Yu Shun

At age 86, in honour of her father and father-in-law, Mrs Tsao Ng Yu Shun established the Tsao Foundation in Singapore to enhance the quality of life of the older person. Her concern for the seniors who can neither access nor afford healthcare was matched by her insight into the common aspirations of every person to age at home, in the community among friends and family, and to have information, choice and the exercise of self-determination.

Over the last 22 years, Tsao Foundation has worked towards addressing those concerns and to support ageing in place under the leadership of Mrs Tsao Ng Yu Shun's grand-daughter, Dr Mary Ann Tsao.

For her service and dedication to seniors, Mrs Tsao Ng Yu Shun, at age 94, was honoured at a global conference sponsored by the United Nations (UN) in Montreal in September 1999. The occasion was the first UN Year of the Older Person.

Mrs Tsao Ng Yu Shun passed away in 2001 but her vision and values continue to guide the Foundation, which has earned a reputation for distinction in the eldercare industry for innovation, practice and collaboration.

ABOUT TSAO FOUNDATION

The Tsao Foundation strives to help older persons realise opportunities in longevity by being a catalyst for constructive systemic and mindset change. This mission is undertaken through four synergistic core initiatives:

- **Community for Successful Ageing (ComSA)** takes a community-wide approach to forge an integrated system of comprehensive programmes and services with the aim to promote health and wellbeing over the life course, and to enable ageing in place.
- **Hua Mei Centre for Successful Ageing** which enables ageing-in-place by pioneering replicable, community-based, integrated health and psychosocial age care service models grounded in person-centered principles
- **Hua Mei Training Academy**, dedicated to capacity building in professional community-based age care, informal and family caregiving, as well as personal development and community action in successful ageing through providing practitioner-driven training, education and consultancy services
- **International Longevity Centre Singapore** which supports policy, practice, advocacy and community development through initiating high impact research and collaborative platforms in population ageing issues and related action

Established in 1993, the Tsao Foundation is a Singapore-registered charity with IPC (Institute of Public Character) status, engaged in the global response to longevity.



PREFACE

"What the Tsao Foundation was championing in the early 1990s, ideas such as ageing in place and a person-centred medical model... have taken almost 20 years to come in to the limelight."

— Excerpt from
Tsao Foundation's
20th Anniversary book,
2013

In 2015 the Tsao Foundation further harnessed our multidisciplinary skills, which have been honed over more than two decades, towards improving the wellbeing of older persons and engaging opportunities in longevity for all ages.

This was prominent especially in the development of ComSA, the Community for Successful Ageing project underway in Whampoa, where all the Foundation's principal initiatives – the Hua Mei Centre for Successful Ageing (HMCSA), Hua Mei Training Academy (HMTA) and International Longevity Centre, Singapore (ILC-S) – have a stake. The three hold the Foundation's knowledge and expertise in community-based person-centred bio-psychosocial healthcare; capacity-building in professional, informal and personal caregiving and continuous learning; and in elder empowerment, community development, research and collaboration.

Synergies between our in-house disciplines also empowered the development and delivery of unique practitioner-to-practitioner training in community-based eldercare, building capacity where it was most urgently needed as the number of older persons in Singapore continued to climb.

Within HMCSA itself, the alignment and integration of the services enabled the provision of more comprehensive and effective care to support ageing in place. This was seen, for example, in the counselling team contributing their skills to the dementia care programme to help the caregivers of people living with dementia manage their expectations and ease the burden of care.

Throughout 2015 the Foundation was active in promoting elder empowerment and engagement and in seeking collaboration and policy support to address the financial vulnerability of women. The regional forum organised by ILC-S in 2015 hold promise for further knowledge-exchange and action on this critical issue in the feminization of ageing.

We continued to pursue research, working with various parties to gain better insight into the needs and aspirations of older persons and to improve the efficacy of our own services and interventions. One significant outcome was the development of a bio-psychosocial risk screener which can be used by anyone with training and has the potential for case finding to improve population health.

More than ever, we counted on the contribution of volunteers to widen and deepen the scope of our service to the community. New joiners were provided with training and guidance to take the role of para-care managers and facilitators in self-care learning especially to meet ComSA's growth.

We also worked closely with a wide range of service providers as well as researchers, academic institutions, public agencies and enterprises who continuously demonstrated that together we can unleash the potential in longevity for the benefit of all society.

We are grateful to all our partners, friends and well-wishers for coming with us on this journey of positive change.



Community for
Successful Ageing
A Tsao Foundation initiative

*"We need to re-imagino
our city, and make
concrete efforts to
improve both hardware
and software to make
this city a city for all
ages."*

*Mr Gon Kim Yong,
Minister for Health,
at the SG50 Scientific
Conference on Ageing,
19 March 2015*

Community for Successful Ageing (ComSA) at Whampoa

Work on ComSA at Whampoa progressed briskly in 2015. The Foundation's latest multidisciplinary project, ComSA takes a community-wide approach to forge a system of services and partnerships that would enable a population approach to health and empower the common aspiration to live at optimal health with opportunities for personal growth and social engagement over the life course.

The community survey of some 1,400 elderly Whampoa residents in 2014 served as a case finding exercise that enabled us to offer elders at high risk with care management and primary healthcare at a conveniently located mobile clinic at the Whampoa Gardens RC. To deepen and expand the scope of the care management service, volunteers were provided with training and on-the-job guidance as para-care managers to support elders whose conditions had stabilised but who nonetheless needed continued assistance. Some of these personnel were volunteers from Brahms Centre and Blossoms Seeds. At the end of 2015, the ComSA care management team was serving 188 frail and at-risk elders with the support of more than 20 volunteers.

The 2014 community survey also provided the data for the development and validation of a Bio-Psychosocial Risk Screener in partnership with the NUS Saw Swee Hock School of Public Health. The goal was to create a risk-identification tool that could be administered easily by anyone with the appropriate training for the widest reach in the community. It would thus promote early identification of bio-psychosocial risks and lead to timely intervention. Training in the use of the risk screener has since been held for volunteers and community partners.

While the blueprint for ComSA was formulated by the Foundation in 2009 and implemented at Whampoa in 2012, its official launch was held only on 11 April 2015 when it had found its stride. Held in conjunction with the launch at the Ramada at Zhongshan Park was a symposium titled, "Towards a community-wide strategy for successful ageing". Mr Alex Ross, Director, World Health Organisation Centre for Health Development, Kobe, Japan, delivered the keynote address, "Global movement for inclusive societies for older persons: Innovations in community-based strategies". Speakers included Tsao Foundation staff and representatives from ComSA's key partners: City for All Ages, Whampoa, National Healthcare Group and the Ageing Planning Office at the Ministry of Health. The launch was also attended by the various community partners, social service representatives, civil servants and academics.

In keeping with its kampong spirit, ComSA was introduced to the Whampoa community through a series of 'longevity parties', starting with the first on 16 May, graced by Mr Heng Chee How, Whampoa's Grassroots Advisor, Member of Parliament and Senior Minister of State for Prime Minister's Office, as the Guest-of-Honour. At the party, nurses held an eye screening and easily-adjustable focus

PROGRESS JOURNALS



(From left to right) Mr. Aoi Saito, Chair, City for All Ages Whampoa; Mr. Hoang Chee How, Whampoa's Grassroots Advisor and Member of Parliament and Senior Minister of State, Prime Minister's Office; Dr. Mary Ann Tsao, Chairman, Tsao Foundation; Ms. Pen Khyi Choo, Director, Hua Mei Centre for Successful Ageing and Proactive Leader of ComSA@Whampoa; and Dr. Tan Yong Seng, FBM, Chairman, People's Association Active Ageing Council & Whampoa Active Ageing Committee.

glasses were given away to those who needed them, with compliments from Adlens.

Over the following two months, seven more 'longevity parties' were held, reaching out to 740 elders through seven Resident Committees in Whampoa. These provided opportunity for the community development team (led by ILC Singapore / ILC-S) to engage with the older residents, promote their awareness of the then newly introduced Pioneer Generation Package, and introduce them to the ILC-S-initiated health promotion programme, the Self Care on health of Older Persons in Singapore (SCOPE).

In all, the team organised four SCOPE Learning Groups and reached out to about 50 participants. The first round of Training of Trainers for SCOPE was conducted from 25 July 2015 to 31 July 2015 with 31 participants. Some of these participants began to facilitate their own Learning Groups in partnership with a senior group of trainers.

From the engagement, some 80 elders registered for the complimentary influenza and pneumococcal vaccinations that were offered as part of a study by Tan Tock Seng Hospital's Institute of Infectious Diseases and Epidemiology.

During the year, our research partner, the NUS Saw Swee Hock School of Public Health, completed their data collection for an ethnographic study of Whampoa elders. Preliminary results were shared with Tsao Foundation and key community partners in November 2015, followed by a synthesis report in early 2016. It would serve as a key reference for planning the strategy to develop a core group of 50 active Volunteer Community Health Champions.

Underlying the progress at ComSA is the power of partnerships. Its service network continued to meet over the year, with its more than twenty constituents learning from and working with one another as we shared a common agenda to help improve the lives of older people and optimise the opportunities in longevity for all ages.

Around August/September 2015, an offer was made for ComSA to take a space at the Whampoa Community Club when it completed its extension and renovation works the following year. The Foundation thus began the process of applying for programme funding to operate at the Whampoa location a primary healthcare clinic cum care management service in a 'Person-centred Medical Home' model, and a day club integrated with comprehensive healthcare and psychosocial services in the Hua Mei EPICC model.

Commemorating the International Day of Older Persons (IDOP) 2015, celebrations were held at the four Resident Committees where SCOPE was being conducted. These were attended by around 212 SCOPE participants and their family and friends. The SCOPE participants co-hosted the parties, contributing ideas towards the event organisation and entertaining the guests on the event days. These activities were in alignment with the National Council of Social Services' IDOP theme of 'Appreciating Togetherness', which encouraged the older person to take the lead to express appreciation for friends and family members.

"... good health is a state of complete physical, social and mental well-being, and not merely the absence of disease or infirmity. Health is a resource for everyday life, not the object of living, and is a positive concept emphasizing social and personal resources as well as physical capabilities."

— World Health Organization, 1946



Hua Mei Centre for Successful Ageing

A Tsao Foundation Initiative

The Hua Mei Centre for Successful Ageing (HMCSA) is an integrated collective of various community-based age care service models pioneered by the Foundation in Singapore since 1993. Its practice of person-centred, holistic healthcare is aimed at enabling individuals to age in place and at optimal health and wellbeing over the life course.

HMCSA serves as a one-stop, first-stop provider of primary medical and psychosocial healthcare for community-dwelling adults aged 40 years and above. Clients entering one programme can transfer easily to another as their care needs change over time, or they may be served simultaneously by more than one programme or clinic.

HMCSA is also a learning centre for community- and institution-based healthcare providers and related stakeholders. It is a sought-after site for professional and student attachment programmes, and frequently hosts policymakers, public and volunteer service agencies, entrepreneurs and IT developers to share the knowledge it has gleaned from its pioneering services and as Singapore's earliest advocate of ageing in place.

Hua Mei Mobile Clinic (HMMC)

Established in 1993, Hua Mei Mobile Clinic (HMMC) uses a team-management model comprising a doctor, a nurse and a social worker to jointly assess, formulate and monitor a care plan for the client. Taking a person-centred, care management approach, the team looks not only at the medical health but also the social support environment of the client.

In 2015 HMMC served 128 clients, with 39 cases discharged or lost to death and 43 new referrals. The total number of active clients managed by HMMC as at 31 December 2015 was 89, inclusive of 16 registered for palliative care. As part of grief recovery support, the team held an Evening of Remembrance on 24 November 2015 for families and friends of the elders who had passed away in the year. The event invited participation from the other HMCSA services as well.

Besides contributing to the curriculum development and teaching of the professional 'signature' courses conducted by the Foundation's Hua Mei Training Academy, HMMC oversaw service attachments for medical students, nurses, doctors and geriatricians from both local and overseas agencies.

HMMC took the lead in organising the year's Tsao Foundation Experts Series, inviting Dr Samir Sinha, Director of Geriatrics, Mount Sinai and the University Health Network Hospital, Provincial Lead, Ontario's Seniors Strategy, to present the evidence on the positive outcomes and challenges in home-based primary care. In the interest of building capacity in homecare provision, two professional

EVENT HIGHLIGHTS

Date	Descriptions
15 - 16 January	<p>First Multipartite Regional Meeting on the Financial Security of Older Women in East and Southeast Asia</p> <p>The First Multipartite Regional Meeting on the Financial Security of Older Women in East and Southeast Asia gathered together key policymakers with particular interest in finance and the economy from the ten member countries and country partners of the ASEAN Plus 3, relevant NGOs, policy think-tanks and international organizations and leading academics, to bring attention and action on the issue of financial security among older women.</p>
February to April	<p>Advanced Primary Care for Home-Bound Elders</p> <p>The APCHE presents a unique ground-breaking roadmap to comprehensive training for professionals in home-based eldercare. In February, HMTA conducted the APCHE module for social workers, following which was a course introductory workshop and the module for nursing professionals.</p>
11 April	<p>Community for Successful Ageing (ComSA) – Presentations at ComSA@Whampoa Launch</p> <p>The blueprint for ComSA was formulated by the Foundation in 2009 and commenced at Whampoa in 2012 but its official launch was held only on 11 April 2015 when it had found its stride. In conjunction with the launch, we held a symposium titled, "Towards a community-wide strategy for successful ageing". Mr Alex Ross, Director, World Health Organisation Centre for Health Development, Kobe, Japan, delivered the keynote address at the event attended by the Whampoa grassroots and various community partners, social service representatives, civil servants and academics.</p>
8 - 26 April	<p>Photography Exhibition (Photo Voice and Hua Mei EPICC in dialogue)</p> <p>EPICC collaborated with the art activism group, Photo Voice, in pairing up 14 mentor photographers to EPICC participants in November 2014. The photo-dialogue between them resulted in some evocative and stunning artwork that was deservedly displayed from 8 April to 26 April 2015 at the Orange Thimble Café, Tiong Bahru, which had as generously hosted another EPICC art exhibition in 2013.</p>

EVENT HIGHLIGHTS

Date	Descriptions
16 May	<p>ComSA@Whampoa Longevity Party</p> <p>In keeping with its kampong spirit, ComSA was introduced to the Whampoa community through a series of 'longevity parties', starting with the first on 16 May, graced by Mr Heng Chee How, Whampoa's Grassroots Advisor, Member of Parliament and Senior Minister of State for Prime Minister's Office, as the Guest-of-Honour. Over the next two months, around 720 residents attended seven longevity parties.</p> <p>The longevity parties gave opportunity for the ComSA team to engage with the residents on the newly launched Pioneer Generation Package and to introduce them to ILC Singapore's self-efficacy in health programme, the Self Care on health of Older Persons in Singapore (SCOPE). The first training in SCOPE commenced in April 2015 and extended to four Residents' Committee (RC) locations.</p>
27 May	<p>ILC Singapore's Ageing Research Forum</p> <p>ILC Singapore organised its inaugural Ageing Research Forum 2015 on May 27 to share the results and learnings from the evaluation of various programmes implemented by the Tsao Foundation. The forum sought to create a platform to improve and broaden practice for community-based research. More than 80 participants from academe, policy and practice attended it.</p>
24 June - 3 July	<p>Advanced Primary Care for Home-Bound Elders – The Practice for Teams</p> <p>The final module of the suite of signature APACHE workshops commenced on 24 June. This module guided the clinician-participants on the steps to developing and working in intra-disciplinary teams which can effectively provide integrated bio-psychosocial healthcare in the community.</p>
August	<p>Hua Mei Community Care Management Service (CCMS)</p> <p>Hua Mei Community Care Management Service (CCMS) commences as the third care management team at HMCSA. Like its precedents, it has a team-managed social-work-and-nursing-care modality, but its catchment area is in south-west Singapore, in the area of Bukit Merah, Tiong Bahru and Chinatown.</p>
16 October	<p>IMC-Tsao Foundation Charity Golf 2015</p> <p>For the ninth year, IMC-Tsao Foundation held a Charity Golf event to raise funds in support of the quality healthcare for disadvantaged elders provided by the Hua Mei Centre for Successful Ageing (HMCSA). Held at the Tanah Merah Country Club with 134 participating golfers, it raised around \$570,000 after including the dollar-for-dollar matching by the Community Silver Trust.</p>

EVENT HIGHLIGHTS

Date	Descriptions
20 & 24 October	<p>Tsao Foundation Experts Series 2015: Dr Samir Sinha "Home-based Primary Care"</p> <p>The flagship Tsao Foundation Experts Series invited Dr Samir Sinha, Director of Geriatrics, Mount Sinai and the University Health Network Hospital, Provincial Lead, Ontario's Seniors Strategy to share his expertise in home-based primary care. Two forums and a closed door session were held, attended by practitioners, researchers and policymakers.</p>
22 - 29 October	<p>IDOP Mini Parties 2015</p> <p>From October 2015, several parties were organised at the four SCOPE learning groups to celebrate the International Day of Older Persons (IDOP) with elderly residents and participants. The SCOPE participants were encouraged to invite and host their families and friends at the parties and to express their appreciation to them, in alignment with the IDOP initiative by the National Council of Social Services.</p>
21 November	<p>WSQ Community and Social Science (Senior Services) Graduation Ceremony</p> <p>A graduation ceremony was held for four cohorts of students who successfully completed the Workplace Skills Qualification (WSQ) Advanced Certificate and Diploma in Community & Social Services (Senior Services). Many of the graduates had already found employment in the eldercare sector.</p> <p>The Guest-of-Honour was the distinguished Mr Abdullah Tarmugi who is a member of the Tsao Foundation Board.</p>

CORPORATE INFORMATION

INSTRUMENT SETTING UP THE FOUNDATION Memorandum and Articles of Association of Tsao Foundation (public company limited by guarantee and not having a share capital)

UNIQUE ENTITY NUMBER OF THE FOUNDATION 199302114W

INSTITUTION OF A PUBLIC CHARACTER HEF 0078/G

REGISTERED ADDRESS 298Tiong Bahru Road #15-01/06 Central Plaza Singapore 168730

BOARD OF DIRECTORS	Name	Position	Year appointed to Tsao Foundation's Board
	Mary Ann Wai Sheng Tsao	Chairman, President, Tsao Foundation	(from 31/05/2013) (07/04/1993 to 31/05/2013)
	Chavali Tsao	Chairman, IMC PanAsia Alliance Group	(from 07/04/1993)
	Phillip Tan Eng Seong	Director, EQ Insurance Co Ltd	(from 24/06/2000)
	Ee Chye Hua	Consultant Geriatrician, Elder Care & Health (ECH) Consultancy	(from 23/09/2010)
	Tan Bee Nah	Audit Partner, PricewaterhouseCoopers LLP, Singapore	(from 03/10/2011)
	Loo Lian Ee	Senior Consultant, IRAS	(from 23/12/2013)
	Elsie Low	Director, Finance Industry Dispute Resolution Centre	(from 23/12/2013)
	Abdullah Bin Tarmugi	Director, Islamic Bank of Asia	(from 26/05/2014)
	Anne Kim So Min	Director, Healthcare Investments, IMC PanAsia Alliance Group	(from 23/11/2015)

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CORPORATE INFORMATION

AUDIT COMMITTEE	Name	Position	Year appointed to Tsao Foundation's Audit Committee
	Elsie Low	Director, Finance Industry Dispute Resolution Centre	(from 17/06/2014)
	Yuelin Yang	Transport Logistics, IMC Industries Group	(from 01/12/2008)
	Cheah Sheau Lan	Certified Public Accountant	(from 26/07/2012)
	Tan Peck Sim		(from 23/10/2015)
KEY POSITION HOLDERS	Poh Kim Choo	Chief, Programmes	(from 01/01/2016)
PRINCIPAL BANKERS	DBS Bank Limited United Overseas Bank Limited Standard Chartered Bank		
INDEPENDENT AUDITORS	Lo Hock Ling & Co. Public Accountants and Certified Public Accountants		
STAFFING	As at 31 December 2015, there are a total of 91 staff employed by the Foundation.		

BALANCE SHEET

TSAO FOUNDATION
(Incorporated in the Republic of Singapore and Limited by Guarantee)
Balance Sheet as at 31 December 2015

	<u>2015</u>	<u>2014</u>
	S\$	S\$
<u>ASSETS</u>		
<u>Non-Current Assets</u>		
Property, plant and equipment	360,513	315,992
Total Non-Current Assets	<u>360,513</u>	<u>315,992</u>
<u>Current Assets</u>		
Inventories	23,169	28,180
Receivables	2,024,883	2,015,926
Fixed deposits with financial institutions	6,824,609	4,218,114
Cash and bank balances	2,985,894	3,375,975
Total Current Assets	<u>11,858,555</u>	<u>9,638,195</u>
Total Assets	<u><u>12,219,068</u></u>	<u><u>9,954,187</u></u>
<u>FUNDS, RESERVES AND LIABILITIES</u>		
<u>Funds and Reserves</u>		
Accumulated reserves	8,587,489	7,289,620
Scholarship fund	124,634	118,138
Total Funds and Reserves	<u>8,712,123</u>	<u>7,407,758</u>
<u>Non-Current Liability</u>		
Provision for restoration costs	271,030	271,030
Total Non-Current Liability	<u>271,030</u>	<u>271,030</u>
<u>Current Liabilities</u>		
Deferred capital grants	-	412
Grants & donations received in advance	2,392,007	1,527,870
Payables	843,908	747,117
Total Current Liabilities	<u>3,235,915</u>	<u>2,275,399</u>
Total Liabilities	<u>3,506,945</u>	<u>2,546,429</u>
Total Funds, Reserves and Liabilities	<u><u>12,219,068</u></u>	<u><u>9,954,187</u></u>

STATEMENT OF COMPREHENSIVE INCOME

TSAO FOUNDATION

(Incorporated in the Republic of Singapore and Limited by Guarantee)

Statement of Comprehensive Income for the year ended 31 December 2015

	2015	2014
	S\$	S\$
Income		
Donations and fund raising income	2,642,374	3,318,132
Programme grants	3,654,482	2,992,773
Consultation fees	747,392	755,218
Training fees	652,276	535,489
Other income	264,703	180,234
	<u>7,961,227</u>	<u>7,781,846</u>
Less: Expenditure		
Employee benefits expense	5,792,707	5,096,895
Depreciation on property, plant and equipment	167,090	143,400
Fund raising expenses	49,746	48,358
Other expenses	2,287,333	2,217,930
	<u>8,296,876</u>	<u>7,506,583</u>
Operating (deficit) / surplus	(335,649)	275,263
Donation matching grants	<u>1,633,518</u>	<u>1,951,987</u>
Surplus for the year	1,297,869	2,227,250
Other Comprehensive Income		
Items that will not be reclassified subsequently to profit and loss:		
Net movements in designated funds:		
Scholarship fund	6,496	(8,246)
Other comprehensive income for the year	<u>6,496</u>	<u>(8,246)</u>
Total comprehensive income for the year	<u><u>1,304,365</u></u>	<u><u>2,219,004</u></u>

STATEMENT OF CHANGES IN FUNDS

TSAO FOUNDATION

(Incorporated in the Republic of Singapore and Limited by Guarantee)
Statement of Changes in Funds for the year ended 31 December 2015

	<----- Unrestricted funds ----->		Restricted funds	
	Accumulated <u>reserves</u>	Training <u>fund</u>	Scholarship <u>fund</u>	Total <u>funds</u>
	S\$	S\$	S\$	S\$
Balance at at 31 December 2013	4,982,370	80,000	126,384	5,188,754
Surplus for the year	2,227,250			2,227,250
Other comprehensive income	-	-	(8,246)	(8,246)
Total comprehensive income for the year	2,227,250		(8,246)	2,219,004
Training fund utilised	80,000	(80,000)		
Balance as at 31 December 2014	7,289,620	-	118,138	7,407,758
Surplus for the year	1,297,869			1,297,869
Other comprehensive income	-	-	6,496	6,496
Total comprehensive income for the year	1,297,869	-	6,496	1,304,365
Balance as at 31 December 2015	8,587,489	-	124,634	8,712,123

STATEMENT OF CASH FLOWS

TSAO FOUNDATION

(Incorporated in the Republic of Singapore and Limited by Guarantee)
Statement of Cash Flows for the year ended 31 December 2015

	2015	2014
	S\$	S\$
<u>CASH FLOWS FROM OPERATING ACTIVITIES :</u>		
Surplus for the year	1,297,869	2,227,250
Adjustments for :		
Depreciation on property, plant and equipment	167,090	143,400
Amortisation of deferred capital grant	(412)	(5,344)
Interest income	(54,980)	(15,365)
Property, plant & equipment written off	3,682	135
	<u>115,380</u>	<u>122,826</u>
Operating surplus before working capital changes	1,413,249	2,350,076
Decrease/(Increase) in inventories	5,011	(538)
Decrease/(Increase) in receivables	11,863	(1,184,796)
Increase/(Decrease) in payables	960,928	(1,300,817)
Changes in working capital	<u>977,802</u>	<u>(2,486,151)</u>
Cash generated from/(used in) operations	2,391,051	(136,075)
Net scholarship fund refunded/(disbursed)	6,496	(8,246)
Net cash from/(used in) operating activities	2,384,555	(144,321)
<u>CASH FLOWS FROM INVESTING ACTIVITIES :</u>		
Interest received	34,160	5,945
Purchase of property, plant and equipment	(215,293)	(249,026)
(Increase)/decrease in fixed deposits for scholarship fund	(6,496)	8,246
Net cash used in investing activities	<u>(174,637)</u>	<u>(234,835)</u>
Net increase/(decrease) in cash and cash equivalents	2,209,918	(379,156)
Cash and cash equivalents at beginning of the year	<u>7,475,951</u>	<u>7,855,107</u>
Cash and cash equivalents at end of the year	<u><u>9,685,869</u></u>	<u><u>7,475,951</u></u>

RESERVE POLICY

Reserve Policy

The primary objective in the management of the Foundation's reserves is to ensure that it maintains strong and healthy capital ratios in order to support its operations and future growth.

The Foundation targets to maintain a minimum level of accumulated fund which is equivalent to 1 year of its expenditure in view of the assured funding from Tsao Ng Yu Shun Trust and sustainable income from consultation fees.

The Foundation regularly reviews and manages its reserves to ensure optimal structure, taking into consideration the future capital requirements of the Foundation and capital efficiency, prevailing and projected profitability, projected operating cash flows and projected capital expenditures.

The Foundation is not subject to externally imposed capital requirements.

There were no changes to the Foundation's approach to reserve management during the year.

Principal Funding Sources of the Charity

Tsao Ng Yu Shun Trust

Programme grants and donations matching from government

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