



SINGAPORE AFTER-CARE ASSOCIATION

ANNUAL REPORT
2015/16

Our Vision

Well integrated ex-offenders contributing in a caring society that embodies the spirit of second chances

Our Mission

As an exemplary organisation in the aftercare sector, SACA is committed to:

- » Empowering ex-offenders to take ownership of their own transformation and facilitating their reintegration into society by mobilizing them, their families and the public; and
- » Fostering a change in the mind-set of both ex-offenders and society to enable ex-offenders achieve their fundamental life goals and needs.



Looking Back, Moving Forward

"If you want to move forward, often look back; otherwise, you'll forget where you came from and where you need to go." – Anonymous

This year, the Singapore After-Care Association (SACA) turns 60, and, after all this time, remains committed to its mission of helping ex-offenders and their family get back on their feet. We believe that at this juncture, it is fitting for us to talk about the importance of looking back over the last 60 years even as we set out to deliver programmes and services to our beneficiaries over the next 60!

The thing about anniversaries is that it brings about an air of nostalgia – a sentimental look at the past. With 60 years of history, SACA indeed has its fair share of milestones and memories to look back on and celebrate. Looking back at the journey the Association has been on since its inception in 1956, the story of the SACA building comes to mind. It tells of how the board of the Rotary Club of Singapore had adopted the Aftercare Association as a major project to address the issue of providing temporary accommodation for released prisoners who needed it – eventually resulting in the construction of the building which housed an ex-offender hostel. The hostel was in operation for a good 41 years until it closed its doors in 2000 due to the cessation of funding. Today, the building is the base from which all welfare and rehabilitation services provided are executed – it is where our caseworkers

meet up with clients for casework and counselling; it is also where training is conducted for volunteers and professionals of the after-care sector.

This diamond jubilee year, while SACA celebrates its history and achievements, it is also set to take on the future with renewed vigour. The Association looks forward to having new programmes and services to reach out to and benefit more clients. In line with this, it aims to expand its resources and capabilities in order to meet the new challenges ahead. Change is truly exciting and invigorating, especially with SACA having a new Patron – The Honourable The Chief Justice Sundaresh Menon – on board this very special year. Such a development is of great significance, especially since SACA has historically been closely associated with the office of the Chief Justice. SACA also remains truly grateful for the valuable contributions made by our outgoing Patron, Associate Professor Ho Peng Kee, during his time with us from 2002 to 2015.

"Looking back, moving forward" also resonates with our ex-offender clients with regards to their personal journey – where it is not necessarily a bad thing for one to look

back on past mistakes if only so that the realisation serves to better empower him or her to change for the better. For our clients, it is imperative that they do not deny or negate the past but to instead acknowledge that they may have previously erred. They should learn to pick up the pieces and move forward in life in order to become contributing members of society.

A wise man once said *"Without knowledge of the past, there is no future"* – here's hoping that the past 60 years will help make SACA an even more effective change agent for the ex-offender clients and the aftercare sector for decades to come!



Preface

Chairman's Message

In the decade or so before Singapore's independence, a few good men led by the then Chief Justice of the Crown, Sir Alan Rose, established the Singapore After-Care Association in 1956. The mission was clear enough; to meet a pressing need of a small but significant section of the ex-offender population recently released from prison that had no home to go to which thus seriously compromised their prospects of reintegration.

Having embarked on this mission with little more than a conviction that having a roof over their heads was a key first-step in an ex-offenders' eventual return to society, the founders then set about to turn this belief into reality. Such was their determination that within four short years they convinced the government to allocate a piece of land at Dunlop Street on a 30-year lease, secured the necessary finances including convincing the authorities to foot half the bill, and managed to complete the building of a purpose-built three-storey hostel which commenced operations in 1960.

Over the next three decades or so, the Association continued to primarily focus on the provision of accommodation. An Industries Section was started at the premises in the mid-60s, focusing on the making of wood and plastic furniture; the idea was to provide employment for the resident-clients of the hostel. However, this was discontinued a decade later, with the authorities citing fire-safety concerns as the reason for their recommendation to close down the workshop.

It was only from the mid-90s onwards that SACA began to focus on a more holistic approach to reintegration and the organisation began to embark on initiatives which are more akin to the programmes and services it presently offers. Staff strength, which had for so long been no more than a handful, began its gradual but steady increase from this point on. It also marked the start of specifically hiring graduates and professionals from related fields of study. Of particular significance to the expansion of the human resources available to the Association was the launch of the volunteer programme in 1997. Jointly developed with Prisons, this initiative – in a single stroke – significantly expanded the capacity of the organisation to provide support to an ever expanding pool of clients.

The early years of the new millennia witnessed what I believe to be the two most significant events to have ever had an impact on SACA; the formation of the CARE Network in 2000 which in turn resulted in the launch of the Yellow Ribbon Project four years later. Never mind SACA, collectively the two have defined the way the entire Aftercare Sector views itself and is viewed by Singapore. The last decade and a half has seen the most significant expansion of its resources and services as the Association has tried its best to step up to play a greater and more coordinated role in a CARE-Network-led aftercare environment. To this end, whilst continuing to offer core services to clients, training and research have been specific focal areas for SACA over the last five years in its bid to help the sector move toward an evidence-based approach to ex-offender reintegration.

Well, SACA is 60 this year. I can hardly believe it has been 10 years since then President S R Nathan helped unveil our new logo as part of our 50th anniversary. Anniversary milestones are always nostalgic occasions which explains my dwelling on our six-decades-long journey. I believe this is also a time to be thankful to partners and supporters who have helped us get to where we are now and will continue to be instrumental to where we want to go in future. To this end, our deepest appreciation must surely be extended to the Singapore Prison Service, SCORE, and the Lee Foundation – they more than anyone else have been a solid source of support over several decades. NCSS and the Rotary Club of Singapore have also been important partners, providing valuable support at key periods.

This milestone year for the Association is also important as we witnessed a changing-of-the-guard of sorts. In January 2016, long-time Patron Associate Professor Ho Peng Kee stepped down, passing the torch to Chief Justice Sundaresh Menon. In 2002 AP Ho, then Senior Minister of State for Law and Home Affairs, consented to provide patronage to the Association. Within two years, he was instrumental in securing well over a quarter of a million dollars in funding from MHA for a much-needed renovation and retrofitting of the SACA building at Dunlop Street. It was this upgrading that provided the physical infrastructure upon which the expansion of programmes and services over the last decade alluded to earlier was undertaken. Under the patronage of AP Ho, the Association enjoyed the most productive 15 years of its existence.

SACA's reconnecting with the office of the Chief Justice is historically significant – as mentioned the Honourable Sir Alan Rose was founding Chairman and presided over the building of the hostel in 1960, and Chief Justice Wee Chong Jin was Patron from 1969 to 1990. Chief Justice Menon enthusiastically answered our call for his patronage and has indicated his desire to be actively involved in SACA's cause of reintegrating lives. Already he has visited the Association to gain greater insight regarding its vision, mission, and strategic focus; declaring, "SACA was a pioneer in recognising the importance of reintegration and I am honoured to be associated with it as its new Patron. I look forward to working closely with those who have devoted themselves to this important mission."

As the Association takes stock of what has been an eventful 60-year journey, it can look back with some satisfaction at the help it has rendered to literally tens of thousands of individuals and their families as they struggle to reintegrate themselves with mainstream society. Having said that, all of us associated with SACA and the cause are humbled by the thought that no matter how far we have travelled, this journey of reintegration perhaps will perpetually be an ongoing one.



Jeffrey Beh
Chairman

SACA THANKS YOU

ASSOCIATE PROFESSOR HO PENG KEE

"Great leaders inspire greatness in others." – Anonymous

As SACA celebrates its 60th anniversary this year, we would like to take this opportunity to give due recognition to our outgoing Patron, Associate Professor Ho Peng Kee, for his positive contributions and inspiring influence throughout his time here with us from 2002 to 2015.

AP Ho Peng Kee initiated his role as Patron to great effect, helping SACA undertake massive renovation and retrofitting works to its premises in 2003. The SACA building was built in the late 1950s for the sole purpose of providing temporary shelter to discharged offenders with no place to call home. The hostel ceased operations in 2000, and the extensive

retrofitting that followed was indeed timely for the Association to fulfil its revamped role at the turn of the millennia. The Association's premises are after all the base from which all welfare and rehabilitation services provided are executed – it is where our caseworkers and social workers meet up with clients for casework and counselling; it is also where training is conducted for volunteers and professionals in the aftercare sector. With help from AP Ho who was also Senior Minister of State for Law and Home Affairs then, SACA eventually secured generous capital funding from the Ministry of Home Affairs which made the project feasible.

SACA's newly renovated premises were officially opened on 27 September 2003 by AP Ho himself. On SACA's role in ex-offender reintegration, he shared, "It is a daunting task for an ex-offender to re-enter, and reintegrate into society. He will come up against multiple barriers, more so if he had served a lengthy sentence. Nonetheless, with the support and dedication of all the SACA volunteers, staff and sponsors, I am sure the ex-offenders will have a better than fighting chance to make good".



Associate Professor Ho Peng Kee is notably an individual with a strong passion for volunteering. He has always been game to motivate SACA volunteers during volunteer events and activities – for instance, he has always been ever ready to accept invitations to be Guest of Honour for the annual Volunteer Appreciation Night – where volunteers would come together to celebrate the year of achievements in their volunteering work. He would always take the opportunity to thank the volunteers for the unselfish work they do and motivate them to always keep the fire of service burning bright.

Outside of SACA, AP Ho's volunteering spirit is evident in his active involvement in community service. After retiring from politics in 2011, he continued his links with the Ministry of Home Affairs, serving

pro-bono as Chairman of the Home Team Volunteer Network Steering Committee. He also goes on overseas volunteering trips in his personal capacity, extending his service beyond the shores of Singapore.

This year, SACA has successfully reached its 60th anniversary milestone thanks to the contributions made by several parties involved. As SACA was approaching this milestone, AP Ho had been the one to encourage the Association to look for someone suitable to carry the torch he had been bearing for 14 years. As this torch is passed to his successor, The Honourable The Chief Justice Sundaresh Menon, AP Ho truly believes that SACA has found a Patron who will do his utmost to ensure the Association strives to do its best in its mission of reintegrating lives for many years to come.

Thank you



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SECTION two

Our People

MEMBERS of SACA ORGANISATION & PROGRAMME CHART THE TEAM

- The Faces of SACA
- List of Donors
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Individuals
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PATRON

Associate Professor Ho Peng Kee (until December 2015)
The Honourable The Chief Justice Sundaresh Menon
(from January 2016 onwards)

EXECUTIVE COMMITTEE 2015/2016

Chairman	Mr Jeffrey E S Beh
Vice-Chairman	Mr Lakshmanan s/o Seenivasakan
Hon Secretary	Ms Jennifer Marie
Asst Hon Secretary	Mr Masadi Masdawi
Hon Treasurer	Mr Ong Hian Sun
Asst Hon Treasurer	Mr Roy Neighbour
Members	Mr Joseph Chia Hock Song Assoc Prof Teng Su Ching Asst Prof Hyekyung Choo Mr K Achuthappa Mr Chow Chee Kin

REPRESENTATIVES FROM MINISTRIES

Singapore Prison Service	Ms Serena Lim
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STAFF COMMITTEE

Chairman	Mr Jeffrey E S Beh
Members	Mr Lakshmanan s/o Seenivasakan Ms Jennifer Marie Mr Roy Neighbour Mr Ong Hian Sun

EDUCATION COMMITTEE (LFEAS)

Chairman	Mr Lakshmanan s/o Seenivasakan
Members	Ms Karen Wong Mr Prem Kumar

VOLUNTEER AFFAIRS COMMITTEE (VASC)

Chairman	Mr Lakshmanan s/o Seenivasakan
Vice-Chairman	Mr Roy Neighbour
Members	Mr Allan Au Ms Clara Yap Ms May Hui Mr PJ Shepherdson Mr Shantosh Mr Vinod Balagopal

TRUSTEES OF THE ASSOCIATION'S PREMISES

The trustees of the Association's premises at 81 Dunlop Street, Singapore 209408 are Mr Sowaran Singh and Mr Bala Reddy.

HONORARY AUDITOR

K. S. Ng & Co., Certified Public Accountants, continued to play the role of SACA's Honorary Auditor during FY 2015/2016.

The Executive Committee records its appreciation to Dr K S Ng and his staff for their kind contribution and support for SACA.

CONFLICT OF INTEREST POLICY

Whenever a member of the Executive Committee has in any way, directly or indirectly, an interest in a transaction or project or other matter to be discussed at a meeting, the member shall disclose the nature of his interest before the discussion on the matter begins.

The member concerned should offer to withdraw from the meeting and not participate in the discussion or vote on the matter. The Executive Committee shall decide if this should be accepted.

CORPORATE GOVERNANCE

SACA complies with 26 of the 27 applicable guidelines of the Code of Governance Evaluation Checklist for Institutions of a Public Character (IPCs). (Full checklist is available at www.charities.gov.sg)

Life Members

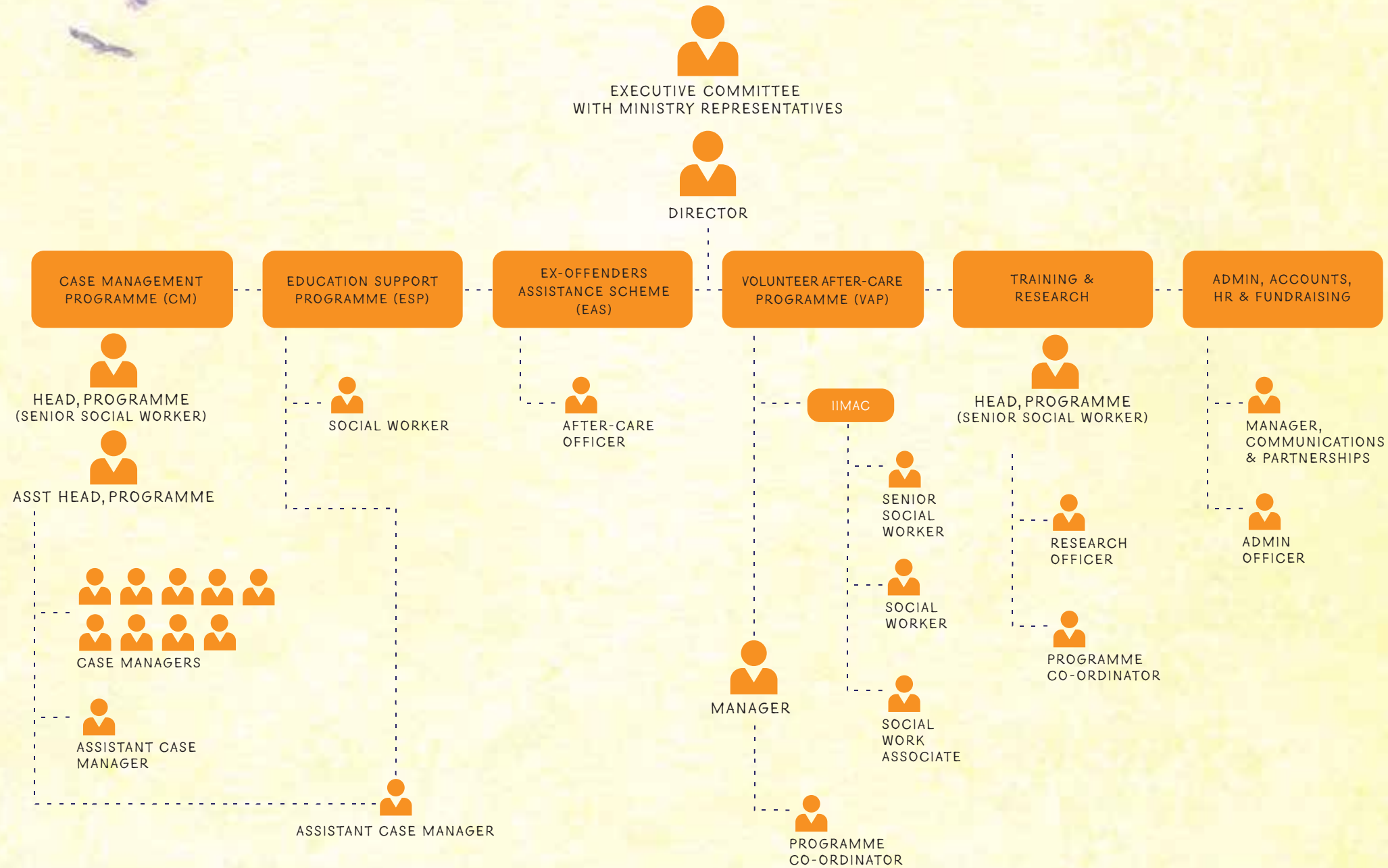
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|-------------------------------------|-----------------------------------|---------------------------------------|--------------------------------|
| 1 Mr Abdul Rahim B Jalil | 35 Mr K Achuthappa | 69 Mr Mathavan Devadas | 104 Mr T S Sinnathuray |
| 2 Mr Adnan Abdullah | 36 Mr K C Vijayan | 70 Mrs May Hui | 105 Mrs Tai, Mable |
| 3 Mr Amir Singh | 37 Mr K V Veloo | 71 Mr Mohammad Tariq s/o Samsudeen | 106 Mr Tan Boon Teck |
| 4 Mr Ang Kheng Leng | 38 Ms Kamala Ponnampalam | 72 Mr Muhammad Hidhir B A Majid | 107 Mr Tan Ho Ping |
| 5 Mr Arul Selvamalar | 39 Mr Kandasamy Chandra Kumar | 73 Ms Murugappa Chettiar Sundaravalli | 108 Mr Tan Hock Yam |
| 6 Mr Bala Reddy | 40 Mr Kane, George | 74 Mr Narajen Singh | 109 Mr Tan Hye Teck, Richard |
| 7 Ms Baljit Kaur Nijar | 41 Ms Khong Phui Sheong, Eileen | 75 Mr Narayasamy s/o Gobal | 110 Dr Tan Ngoh Tiong |
| 8 Mr Beh E S, Jeffrey | 42 Mr Khoo Kim Leng, David | 76 Mr Ng Cheng Thiam | 111 Mr Tan Siong Thye |
| 9 Mr Bobby S. Kappen | 43 Mr Khoo Oon Soo | 77 Mr Ng Royston | 112 Mdm Tang Lai Hong |
| 10 Mr Chen Saii Lih, Patrick | 44 Ms Koh Chai Yim | 78 Mdm Noorani Binti Mohd Sood | 113 Mr Tang Soong Jing Stanley |
| 11 Mr Cheng, Winston | 45 Mr Kong Sui Khian, Richard | 79 Ms Norul Huda Rashid | 114 Assoc Prof Teng Su Ching |
| 12 Ms Cheong Wai Leng, Kristine | 46 Mr Koshy, Thomas | 80 Mr Ong Hian Sun | 115 Mr Teo Tze Fang |
| 13 Mr Chia Hock Song, Joseph | 47 Ms Lau Bo Chu, Janet | 81 Mr Ong Kar Imm | 116 Mr Thevendran Senkodan |
| 14 Mr Chin Kim Tham, Desmond | 48 Mr Lau Wing Yum | 82 Ms Ong, Jocelyn | 117 Mr Toh Han Li |
| 15 Assoc Prof Choo Hyekyung | 49 Mr Lakshmanan s/o Seenivasakan | 83 Mr Ooi Keng Hock, Roy | 118 Mr Toh Hoe Kok, Francis |
| 16 Mr Chua Poh Heng, Jordan | 50 Mr Lee Bian Tian | 84 Mr P O Ram | 119 Mr Tseng, Francis |
| 17 Mr Devadas Emmanuel Devapragasam | 51 Ms Lee, Christine | 85 Mr P Sivasanmugam | 120 Ms V R Cary |
| 18 Mr Don Jacob Huber | 52 Ms Lee Kwai Sem | 86 Mr Pattabiran Nagarajan | 121 Mr Vinod Balagopal |
| 19 Mr Edgar Troxler | 53 Ms Lee Liang Chian | 87 Ms Peh Cheng Hong | 122 Ms Wang Lan Jee, Janet |
| 20 Mr Edmond Pereira | 54 Ms Lee May Fen, Frances | 88 Mdm Phang Seok Sieng | 123 Mr Wong Cheng Liang |
| 21 Mr Edwin Thompson | 55 Mrs Lee Poh Choo | 89 Mr Poh Geok Ek | 124 Mr Wong Kok Chin |
| 22 Ms Goh Meibo Guilini, Grace | 56 Mr Lee Sing Lit | 90 Dr R D Gangatharan | 125 Mr Wong Kok Weng |
| 23 Ms Goh Kui Hwa | 57 Mrs Leu Li Lin | 91 Ms R K Rani | 126 Ms Wong Kum Foong, Ada |
| 24 Mr Goh Sin Chan | 58 Mr Lim Aeng Cheng, Charles | 92 Mrs Roberta Lyn Balagopal | 127 Mrs Wong Rita |
| 25 Mdm Goh Suat Cheng | 59 Mr Lim Beng Huat, James | 93 Mr Roy Neighbour | 128 Mr Wong Seng Yoong, Jason |
| 26 Mr Hamidul Haq | 60 Mr Lim Ewe Huat | 94 Mr S Surenthiraraj | 129 Mrs Yang Chiou Chyn |
| 27 Mr Hamzah Moosa | 61 Mr Lim Han Boon | 95 Ms Saraswathi Raja Krishnan | |
| 28 Mr Ho Beng Guan | 62 Mr Lim Kah Keng | 96 Mdm Saroja d/o Kanthasamy | |
| 29 Ms Huen Suling, Joyce | 63 Mr Lim Peck Guan | 97 Mr Shahiran Bin Abdul Rahman | |
| 30 Mr Ismail Ibrahim | 64 Ms Low Chui Hong | 98 Mr Shahril Bin Abdul Ghani | |
| 31 Ms Jaspendar Kaur | 65 Mr Low Hwee Huang | 99 Mr Shaiful Bahari B Sidi | |
| 32 Dr Jasmine S Chan | 66 Ms Low Lee Kiang, Jasmine | 100 Mr Sirish Kumar | |
| 33 Mr Jaswant Singh | 67 Justice M P H Rubin | 101 Mdm Shie Yong Lee | |
| 34 Ms Jennifer Marie | 68 Mr Masadi Masdawi | 102 Dr Sim Boon Wee Timothy | |
| | | 103 Mr Sowaran Singh | |

Ordinary Members

- 1 Mr Chow Chee Kin
- 2 Mr Mahadevan Lukshumayeh

Our People

ORGANISATION & PROGRAMME CHART



The Team



BACK ROW (LEFT TO RIGHT)

LOW PEI YIN (CASE MANAGER), EVINA BINTE SUBANI (SOCIAL WORKER), JESS CHOO (ADMIN OFFICER), YET HAN JIE (SENIOR SOCIAL WORKER), HE SHIMIN CHRISTABELLE (SOCIAL WORKER), HENG SHI HAN (PROGRAMME CO-ORDINATOR), BRINDHA D/O V S PAKIANATHAN (CASE MANAGER), NUR QURRATUL AIN BINTE AZHAR (MANAGER, COMMUNICATIONS & PARTNERSHIPS)

MIDDLE ROW (LEFT TO RIGHT)

KYLIE LI ZIHUI (CASE MANAGER), PUNITHAVALLI D/O GUNASEGARAN (ASSISTANT HEAD, PROGRAMME), LIN MINGJIE (SENIOR SOCIAL WORKER), RAFIDAH BINTE KASSIM (ASSISTANT CASE MANAGER), LEE JIA LING MICHELLE (CASE MANAGER), NURAISHAH BINTE SA'IP (SOCIAL WORK ASSOCIATE), KHAIRUNNISA BINTE MOHD NASIR (CASE MANAGER)

FRONT ROW (LEFT TO RIGHT)

CHUA BOON TEE (AFTER-CARE OFFICER), DEVANANTHAN S/O RAGUPATHI (ASSISTANT CASE MANAGER), PREM KUMAR (DIRECTOR), ROZIAWATI BINTE IBRAHIM (SOCIAL WORKER), NUR AMALYA BINTE AHMAD (PROGRAMME CO-ORDINATOR), MARK ABRAHAM (CASE MANAGER), HAN CAIYUN (CASE MANAGER)

NOT IN PHOTO

ASHANTI CARYL-ANNE ANANDAM (HEAD, PROGRAMME/SENIOR SOCIAL WORKER), NORAISHIKIN BINTE ISMAIL (MANAGER, VOLUNTEER PROGRAMME), NUR HAFIZAH BINTE RAFIE (RESEARCH EXECUTIVE), RAJASEHARAN SURENDREN (CASE MANAGER)

Our People The FACES of SACA



FROM LEFT TO RIGHT : YET HAN JIE (SENIOR SOCIAL WORKER), LIN MINGJIE (SENIOR SOCIAL WORKER), PREM KUMAR (DIRECTOR), JESS CHOO (ADMIN OFFICER), CHUA BOON TEE (AFTER-CARE OFFICER)

How long have you been with SACA?
12 years, since July 2004

This year, we celebrate SACA's 60th Anniversary. What thoughts and emotions come to mind when you think about that?

You mean I've been with SACA for such a long time? (laughs) Time sure flies and I feel that I've grown with SACA. I joined SACA in my twenties and it played an important role in my early adulthood – in shaping me as a person and developing me as a professional. It's like a developmental process – you won't know unless you walk down the path.

What was the aftercare sector in Singapore like when you first got involved/started working with SACA?

To be frank, I didn't even know SACA existed till I came across its job advertisement in the papers. Looking back, I'm glad I went for it!

Looking back, have you seen many changes in the sector over those years?

Definitely! When I first started, there was only the Case Management Framework Programme for inmates. Today, there are so many programmes targeting different clientele groups and at different levels, such as Rebuilding Lives for programme inmates, Yellow Ribbon Community Project tapping on grassroots volunteers to reach out to families of

YET HAN JIE

SENIOR SOCIAL WORKER

offenders, and Case Management programme for direct release and programme inmates. There is now the Development Framework for Rehabilitation Offender Personnel as well which provides training for helping volunteers and professionals.

If you think about the defining moments of your time with the Association, what stands out?

I would say it's the effort we put in to ensure that our caseworkers are provided with supervised practice. In the past, there was no formal clinical supervision for our caseworkers. However, with our determination to maintain a learning culture and in increasing our caseworkers' competency, SACA has continued to provide caseworkers with clinical supervision despite the significant amount of the training budget it uses up.

What are you most excited about for the future of the aftercare sector – and SACA in particular?

Being a part of the ever evolving aftercare sector and in particular playing my role towards shaping the aftercare sector in whichever way I can.

Describe what SACA means to you on a personal level.

It is a huge part of my life even outside of office!

Our People The FACES of SACA

How long have you been with SACA?
10 years this October!

This year, we celebrate SACA's 60th Anniversary. What thoughts and emotions come to mind when you think about that?

SACA has come a long way and it is encouraging seeing the agency grow over the years from a hostel to being a key aftercare agency providing welfare and rehabilitation services for ex-offenders and their families.

What was the aftercare sector in Singapore like when you first got involved/started working with SACA?

Back then, there were not many programmes that focused on the aftercare needs of offenders and their families and there was minimal involvement from the community. YRP was relatively new and the awareness of the project was lacking. Society was not that open to give second chances to ex-offenders.

Looking back, have you seen many changes in the sector over those years?

The level of awareness and acceptance from society towards ex-offenders has significantly improved. There is also a much higher level of involvement from the community – many agencies are now involved in conducting aftercare programmes which commence during the pre-release phase. This allows the workers

to work with and prepare their clients prior to their releases and to follow through on the clients' aftercare plans, such as guiding them to practice skills in identifying and coping with triggers and to abstain from negative influences.

The focus of the programmes conducted has also shifted from concentrating solely on the ex-offenders to supporting the ex-offenders through their surrounding support systems such as their families, associates and the community. The approaches taken to reintegrate the ex-offenders are more holistic and systems focused than individual focused.

The spirit of volunteerism has also improved greatly over the years – there is an increase in the number of volunteers coming forward to offer their support and services.

Research and training are components that are now prioritised to increase workers' and volunteers' competencies thereby enabling them to provide better and more effective services to the various stakeholders.

If you think about the defining moments of your time with the Association, what stands out?

SACA has provided me with a supportive environment to learn and grow as a worker. Working with clients and the various stakeholders are equally enticing as I do learn a lot through the process. Seeing a client

LIN MINGJIE

SENIOR SOCIAL WORKER

mature while under your care is a rewarding process – it is like observing the process of a baby learning to walk. The baby falls after a few unstable steps but yet the baby continues to stand up, step forward and fall. The process repeats itself till he manages to walk and subsequently run. Seeing clients' determination to take baby steps towards their reintegration is rewarding and it encourages me to want to be better at my job.

What are you most excited about for the future of the aftercare sector – and SACA in particular?

The sector focuses on professionalism, and I think I am most excited about this as it not only enhances our individual competencies, it also provides us with assessment and evaluation tools to chart our progresses and to identify areas for improvement. Our programmes will also be supported by evidence-based practice and research. We grow as an agency only when we continue to evaluate our services to ensure they are effective in meeting the needs of the stakeholders.

Describe what SACA means to you on a personal level.

SACA is an institution that promotes experiential learning to encourage professional and personal growth.

Our People The FACES of SACA

How long have you been with SACA?

Almost 22 years, since November 1994.

This year, we celebrate SACA's 60th Anniversary. What thoughts and emotions come to mind when you think about that?

SACA has come a long way in the more than 20 years I have been here. For instance, staff strength has grown four fold and expenditure has tripled. We have grown in so many other ways as well – we have evolved our programmes & services and continue to stay relevant even though our original purpose (providing accommodation) is no longer something we do. Importantly, we were originally fully funded and quite dependent on NCSS for funding and had no experience fundraising; today, we depend on NCSS for a small fraction of our finances and have improved our fundraising capabilities to ensure some measure of self-reliance.

Yet there remains much that we need to work on – our financial independence remains an

issue, our research capabilities are in its infancy and needs to be nurtured, and we need to work on developing specialist capabilities in the forensic work we undertake. The needs of our clients have grown more complex over time and we must always strive to improve and expand the services we are able to provide to individuals and their families.

What was the aftercare sector in Singapore like when you first got involved/started working with SACA?

To be honest it was only a 'sector' in name as there was little awareness of the players and collaboration was virtually non-existent.

If you think about the defining moments of your time with the Association, what stands out?

The cessation of funding from NCSS – it forced us to move out of our comfort zone and fend for ourselves.

Sector-wise it has to be the advent of the CARE Network (2000) and the creation of the

Yellow Ribbon Project (2004) – the two have been instrumental in forging an identity for the sector and the cause over the past decade and will be pivotal in shaping the sector in the coming decade as well.

What are you most excited about for the future of the aftercare sector – and SACA in particular?

The work with families; it is important for two reasons – firstly, the family is the bedrock of support for the returning offender so strengthening the family will aid reintegration, and secondly, hopefully supporting children of offenders will reduce the risk of them ending up in the criminal justice system in the future.

Describe what SACA means to you on a personal level.

SACA has allowed me to take a core personal value (Service to Man) and turn it into my life's work.

PREM KUMAR

DIRECTOR

Our People The FACES of SACA

How long have you been with SACA?

Almost 11 years since November 2005

This year, we celebrate SACA's 60th Anniversary. What thoughts and emotions come to mind when you think about that?

Over the years, SACA has grown tremendously in terms of its programmes and services, and staff strength has doubled. Greater support for the cause has also seen an increase in funding especially over the past 10 years. The future looks promising!

What was the aftercare sector in Singapore like when you first got involved/started working with SACA?

I remember how financial statements were much easier and simplified as SACA operations were on a smaller scale back then.

Looking back, have you seen many changes in the sector over those years?

Changes were made to the reporting of the Financial Statements with the recent implementation of the Charities Accounting Standard – a welcome move to promote greater transparency and accountability. Also, almost everything's online now! I find myself doing more e-transactions – adding to convenience and productivity.

If you think about the defining moments of your time with the Association, what stands out?

The idea of the SACA Movie Night @ The Fort! – a deviation from the norm of our Charity Film Previews usually held in theatres. It would be interesting for sure!

What are you most excited about for the future of the aftercare sector – and SACA in particular?

I look forward to SACA coming up with more creative and innovative programmes to help ex-offenders and their families.

Describe what SACA means to you on a personal level.

I am honoured to be able to help ex-offenders in my humble "behind-the-scenes" capacity.

JESS CHOO

ADMIN OFFICER

Our People The FACES of SACA

How long have you been with SACA?
Over 41 years since March 1975

This year, we celebrate SACA's 60th Anniversary. What thoughts and emotions come to mind when you think about that?

Looking back on my journey with SACA, I am glad to have been part of the family for much of its existence.

What was the aftercare sector in Singapore like when you first got involved/started working with SACA?

Very unstructured – minimal rehab work as the main focus was on providing clients with temporary accommodation (SACA was primarily a hostel back then), financial assistance & securing employment for them.

Looking back, have you seen many changes in the sector over those years?

I would have to say it is the vast improvement in employability of ex-offenders since the mid-80s. I can still remember clearly how challenging it was for us to cold-call employers to ask them to offer jobs to ex-offenders. It certainly is heart-warming to see

more employers opening up and offering opportunities to them in current times, simply because I believe that they are able people who, if given a chance, can be better people. Furthermore, with Prisons conducting upgrading courses for inmates in prison, rehabilitation and reintegration work has certainly come a long way since the early years.

If you think about the defining moments of your time with the Association, what stands out?

I remember a client of mine from the mid-80s – let us call him Mr C – who was a case I took over from a colleague who had left the organisation. I knew for a fact that Mr C was not an easy client to deal with judging from how he repeatedly challenged his former caseworker every chance he had. My first sit down meeting with him was short but meaningful as I decided to “keep it real” with him. I asked him whether he was willing to work with me and added if he agrees, great; if not, he can pack up and leave (he was a resident in the hostel then). His answer was simple – “I’ll try”. Since that fateful encounter, he made good on his word

CHUA BOON TEE

AFTER-CARE OFFICER

by trying hard to better himself, eventually starting a Western food stall business which became successful. He even sponsored food and drinks for our Children's Holiday Programmes meant for clients and their families. Till today, we still keep in contact and I would hear from him every now and then.

What are you most excited about for the future of the aftercare sector – and SACA in particular?

After 60 years of good work in the cause of offender rehabilitation and reintegration, I am delighted to see SACA take on a more active role in conducting research and using concrete findings to help ex-offenders. I think it is important for agencies in this field to explore the current realities faced by ex-offenders and ensure that policies and programmes for them actually address those realities.

Describe what SACA means to you on a personal level.

SACA has been instrumental in enriching my understanding and knowledge of offending behaviour and its impact on the lives of offenders and their significant others.

Our People DONORS & VOLUNTEERS

LIST OF DONORS (APRIL 2015 TO MARCH 2016)

We would like to extend our heartfelt thanks to the following individuals and organisations for their generous and much needed donations.

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Our People

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SECTION three

Awareness & Outreach

CHARITY FILM PREVIEW 2015

- *Marvel's Ant-Man*

SACA TURNS 60!

SACA & PLAY ME, I'M YOURS



Awareness & Outreach

CHARITY FILM PREVIEW 2015

MARVEL'S ANT-MAN

15 JULY 2015

The Marvel and Walt Disney Studios summer blockbuster starring Paul Rudd as Scott Lang aka Ant-Man, Evangeline Lilly, and Michael Douglas as Dr. Hank Pym is a feel-good family-oriented action/sci-fi superhero movie where Dr. Hank Pym – impressed by the former criminal Scott Lang's capacity for good – decides to mentor him and train him to become the next Ant-Man.

Held on Wednesday, 15 July at Golden Village VivoCity, the event saw an impressive turnout of some 700 people in support of the cause of reintegrating ex-offenders and their families. Our guests were also eagerly anticipating the preview as they would have bragging rights for being amongst the first in Singapore to watch the blockbuster – in 3D, no less!

We had the privilege of hosting Dr Teo Ho Pin (Mayor, North West District) as our guest of honour for our annual fundraiser. Mayor Teo presented tokens of appreciation to our generous

corporate sponsors including NTUC FairPrice Foundation Ltd, Progress Galvanizing Pte Ltd, Resorts World at Sentosa Pte Ltd, Singapore Totalisator Board, and Super Galvanising Pte Ltd. Special mention was made of Kwan Im Tng Temple (Joo Chiat) as our Main Sponsor for their unwavering support for several years. SACA managed to raise more than \$115,000 which will go towards making up the shortfall required to sustain our programmes, which include the upgrading of skills and the pursuit of education and training for our clients. Guests and supporters of SACA had an important takeaway from the preview – having faith in the ex-offenders' ability to make good in their lives despite their past mistakes is essential in reintegrating them into society. We would like to extend our heartfelt thanks to all who have contributed to the fundraiser – it helps ensure that the work we do towards rehabilitation and reintegration can continue to benefit the ex-offenders and their families.



Awareness & Outreach

SACA TURNS 60!

This year marks the 60th year SACA has been serving in the aftercare sector in Singapore – from its humble beginnings as a hostel to house ex-prisoners recently released who did not have a roof over their heads to an organisation providing holistic welfare and rehabilitation support to ex-offenders and their families in present times.

We are excited to announce the ways we are commemorating our milestone!

PATRON

We are pleased to announce that we have a new Patron – The Honourable The Chief Justice Sundaresh Menon! We thought this development could not have come at a better time than our diamond jubilee, especially since SACA has historically been closely associated with the office of the Chief Justice – The Honourable Sir Alan Rose was founding Chairman and presided over the building of the hostel in 1960, and Chief Justice Wee Chong Jin was patron from 1969 to 1990.

We would also like to take this opportunity to thank Associate Professor Ho Peng Kee for his support as Patron from 2002 to 2015. AP Ho was instrumental in securing government funding for a massive upgrading programme for the Association's premises in 2003.

MOVIE NIGHT @ THE FORT!

Many have come to know and love SACA's Charity Film Preview as it has been the Association's signature annual fundraiser for the past 15 years. This diamond jubilee year, however, the Association decided to change things up and came up with the refreshing idea of bringing our annual fundraiser Charity Film Preview to the great outdoors with our Movie Night @ The Fort! to be held in June at Fort Gate Lawn at Fort Canning Park.

The main intention of the Movie Night @ The Fort! was to have a celebratory event where SACA's clients and their families, volunteers and staff and their families, partners and donors are treated to an evening of entertainment and refreshments as they celebrate and reinforce their support for the cause of reintegrating lives. It was also agreed that Fort Canning Park would be the perfect venue for the 60th anniversary celebration event due to it being an iconic landmark with an equally rich history that predates Singapore's independence.

It is our hope that this special adaptation of our signature fundraising event is our unique way of showing our appreciation to our stakeholders who have contributed to SACA and towards the cause of ex-offender reintegration, 60 years on!



LOGO

Check out our 60th anniversary logo – with the SACA logo enclosed within the number “60” and a phrase we believe sums up our purpose “Reintegrating Lives”. We believe the logo brings forth the celebratory mood of SACA this year – agreed?

DIAMOND JUBILEE FUNDRAISING GALA DINNER

Our 60th anniversary celebrations will culminate in our Diamond Jubilee Fundraising Gala Dinner in November – where we will have our volunteers, partners and donors come together to celebrate our past 60 years in the aftercare sector as well as the many years to come. We are also honoured to have our new Patron, The Honourable The Chief Justice Sundaresh Menon as our Guest of Honour!

Awareness & Outreach

SACA & PLAY ME, I'M YOURS

FEBRUARY & MARCH 2016



ABOUT PLAY ME, I'M YOURS

Touring internationally since 2008, Play Me, I'm Yours is an initiative by British artist Luke Jerram. Reaching over 10 million people worldwide – more than 1,500 pianos have already been installed in 50 cities across the globe, from New York to London, bearing the simple instruction Play Me, I'm Yours.

Located on streets, in public parks, markets and train stations and even on ferries, the pianos are available for everyone to play and enjoy. Each street piano is decorated by local artists and community groups, giving each presentation its own flavour. Who plays them and how long they remain on the streets is up to each community. By creating a place of exchange, Play Me, I'm Yours invites the public to engage with, activate and take ownership of their urban environment.

ABOUT PLAY ME, I'M YOURS SINGAPORE 2016

- I. 25 pre-loved pianos are donated by or sourced from the public, breathing joy to the community as it is shared.
- II. 25 social organisations collaborate with 25 local artists to decorate the pianos.
- III. The decorated pianos will be presented to the community, garnering participation, excitement and enjoyment of arts & music for all!

- IV. Pianos are placed in public spaces. Workshops and events will be centred around the pianos, to spread the joy and love of music, and make the arts fun and accessible.
- V. At the end of the project, the pianos will be returned to the organisation or auctioned off with all proceeds going to them and their beneficiaries.

SACA & PLAY ME, I'M YOURS

SACA was honoured to be presented with the unique opportunity by The Playtent to be part of this project and invited ten student-clients under the Education Support Programme who jumped at the chance to take part in the inaugural Singapore edition of this global initiative.

SACA also got to meet up and share ideas with Kate Pocklington, the local artist who opted to work with SACA on the project. She shared her belief that society will truly progress if we have faith in ex-offenders by giving them a second chance, as well as how Singapore can do much more to help ex-offenders reintegrate into society.

The “inside out” theme for the artwork was Kate’s way of urging ex-offenders to be themselves and for society to accept them as they are now and not judge them for what they had done in the past. This was depicted through the painting of piano strings as well as the use of

wires on the piano surface to resemble the inner parts of the piano. The colour palette used featured a wood grain effect in brown as well as splashes of yellow and orange – to resemble sunrise and sunset – as well as blue to represent the sea and the sky of Singapore island. Each student-client was also allocated his or her own space on the back of the piano where they could portray their innermost thoughts and feelings through artistic expression. Many of their personal contributions spoke of freedom and gratitude.

The project was completed over two weekends and the student-clients were unanimous in finding the process therapeutic and beneficial as they got the opportunity to work together on a unique initiative. They treasured the time spent working on the piano as well as engaging in meaningful conversations with all those involved in the endeavour.

The SACA Piano

SACA’s piano was part of the Play Me, I’m Yours launch event at OCBC Square at Singapore Sports Hub on 13 March. It was then put on display at Rochor Canal Gateway and subsequently Woodlands Civic Centre till the scheduled auction in June in conjunction with the Flipside Festival at the Esplanade.

SECTION four

Programmes & Services

CASE MANAGEMENT (CM)

EX-OFFENDERS ASSISTANCE SCHEME (EAS)

EDUCATION SUPPORT PROGRAMME (ESP)

VOLUNTEER AFTER-CARE PROGRAMME (VAP)

- INITIATIVE FOR INCARCERATED MOTHERS AND AFFECTED CHILDREN (IIMAC)

TRAINING FOR THE AFTERCARE SECTOR

- STAFF PROFESSIONALISATION

EMPLOYEE TRAINING & DEVELOPMENT

RESEARCH FOR THE AFTERCARE SECTOR

CASE MANAGEMENT (CM)

The CM programme has been operational for just over a year now, having commenced in January 2015.

The primary objective of the programme is to provide mandated case management to clients on CBP or Direct Releases so as to address their practical and criminogenic needs.



CM TEAM

OBJECTIVES OF CM

The CM programme – launched in January 2015 – has successfully completed one year of providing case management support to clients and their families. The primary objective of the CM programme is to provide mandated case management services to clients who are either released on Community Based Programmes (CBP) or Direct Releases (DR) who are undergoing supervision under the Central Narcotics Bureau (CNB). The CM programme focuses on working with clients of a moderate to moderate-high risk level.

The CM programme seeks to provide assistance to clients and their families through counselling by raising self-awareness, developing relapse prevention plans and linking clients to resources. In this way, the

programme hopes to reduce the cycle of reoffending for clients and consequently the burden this imposes on their families.

The CM portfolio has provided services to clients on CBP who are emplaced on the Work Release Scheme (WRS), Residential Scheme (RS), Home Detention (HD) and Reformative Trainees who are released on supervision (ROS). Direct Release and Inhalant clients who are undergoing CNB supervision are a target profile under the CM programme as well.

There is ongoing collaboration with Prisons and SCORE to engage clients in recovery once emplaced or released into the community. Reintegration Officers (ROs) from Prisons monitor the client's adherence to programme

guidelines, SCORE Job Coaches provide support to clients regarding employment matters while SACA provides the case management and counselling support.

MANPOWER

The CM team has strengthened in numbers to a total of 11 case managers and 2 assistant case managers. The team comprises of caseworkers who are either social work or psychology trained, and are qualified to work with client's reintegration needs. Caseworkers receive regular training and clinical supervision in case management and counselling to refine their skills and to stay updated on important theoretical frameworks which they could then apply when dealing with clients.

DEVELOPMENTS IN THE CM PROGRAMME

Since its inception last year, the CM programme has experienced a number of important developments, impacting both the clients as well as staff involved in the programme.

For one, there has been a change in the mandatory programme length for Drug Rehabilitation Centre (DRC) clients. Under the previous case management programme, DRC clients were only mandated for the duration of their emplacement period. Under changes introduced, the length of time that a DRC client has to remain on the CM programme is dependent on whether he is a first or second time DRC

Developments to the CM programme over the past year include extensions in the mandated period for DRC clients, step-down mandated support for selected CBP clients as well as the introduction of new client groups such as the DRS.

client. First-time DRC clients are required to be on the CM programme for six months while second-timers are required to be on for nine months. This for example means that even if a first-time DRC client is emplaced on programme for only five months, he would need to continue mandated counselling for another month after his release. Once clients have completed their mandatory portion, they can continue to receive case management and counselling support for up to 14 months on a voluntary basis.

Besides the extension of the mandated period for DRC cases, the CM programme has also provided support to a new category of clients – namely those on the Day Release Scheme (DRS). Clients under the scheme are trans-

Family work is also carried out with the family members of clients to address issues that may affect the readjustment and reintegration of clients to the family unit.

ferred to Lloyd Leas Community Supervision Centre (LLCSC) approximately two months before the commencement of their CBP – a phase which is referred to as the DRS phase. During this time, DRS clients are allowed to commence employment in the community but are required to return to LLCSC after work. Following their DRS phase, clients transit to various CBP schemes, with the majority going on RS. Caseworkers start engaging DRS clients for intake sessions in prison and continue monthly sessions with them during their DRS and CBP phases. The scheme allows for case management to begin earlier and allows for more opportunity for caseworkers to guide their clients in working towards their desired goals.

The CM programme also serves as a unique platform to provide additional support for a select few who have already completed CBP but are still identified by Prisons as requiring follow-up care. Known as Step-down Mandatory After-Care Scheme (MAS) cases, guidance and support through the CM programme are provided to these clients on a compulsory basis till they reach the 14th month mark. Such a measure enables caseworkers to continue working with clients on a regular basis who might require guidance and support even after successfully completing CBP.

CASE MANAGEMENT (CM)

Beyond changes to the programme structure and clients served, the CM team introduced improvements to the mass briefings for clients. The usual practice was for clients to be briefed as a large group; however, it was noted that clients were not able to absorb the information in a group setting and had to be re-briefed during their first individual session. This led to the switch from mass briefings to individualised programme briefings

for each client by their caseworker. This individualised approach allowed the caseworker to target information conveyed specifically based on the comprehension level and motivation of each client, thus better meeting the needs of each client referred for CM.

Overall, while the CM programme has introduced various changes in many aspects over the past year, it has also allowed for refine-

ments to be made to the programme and more help and support to be provided to clients over a longer period of time than was possible in the past. This has enabled greater intensity of work to be carried out with clients as well as an increase in knowledge on the part of the team as they adapt their skills to meet the needs of the multiple categories of clients under their care.

The team has also improved upon the briefing format for new CM cases so as to better meet the needs of clients.

TOTAL CASES

CM CASES	MALE	FEMALE
WRS (Drugs)	47	14
WRS (Penal)	40	1
RS	14	11
HD	1	0
ROS	48	3
Direct Releases	47	14
DRS	5	0
TOTAL	202	43

TYPES OF CONTACT

CM CASES	MALE	FEMALE
Individual Session	1184	221
Family Session	329	71
Home Visit	245	54
External Visit	108	20
Phone/Email Contact	217	48

TYPES OF ASSISTANCE PROVIDED

CM CASES	MALE	FEMALE
Financial Assistance	21	6
Employment Assistance	0	1
Education Assistance	6	0
Information and Referral	43	16
Counselling (Individual/Family)	1585	276
Accommodation	1	0
Others - Befriending by volunteers, support groups, etc	17	8

CASE MANAGEMENT (CM)

OUTCOMES ACHIEVED

CRITERIA/OUTCOME - CBP/MAS	ACTUAL NO.
COMPLETION	
Client completes CBP/MAS and meets the requirement of 3 or more domains	34
Client completes CBP/MAS and meets the requirement of 2 of 2 or more domains	19
Client completes CBP/MAS and meets the requirement of 1 domain	14
Client completes CBP/MAS and does not meet any domain	11
Client does not complete CBP/MAS and meets the requirement of 2 or more domains	1
Client does not complete CBP/MAS and meets the requirement of 1 domain.	9
Client does not complete CBP/MAS and does not meet any domain.	35
CRITERIA/OUTCOME - POST RELEASE	
Client meets the requirement of 3 or more domains	7
Client meets the requirement of 2 or more domains	1
Client meets the requirement of 1 domain	6
Client does not meet any domain	16

Programmes & Services

CASE MANAGEMENT (CM)

PERSPECTIVES

Jane* was incarcerated due to a drug offence and was placed on the Residential Scheme (RS). Jane was initially sceptical about how the CM programme could help her, and kept her troubles to herself. After much encouragement from her Case Manager, Jane gradually became more forthcoming during sessions and opened up about her past. She shared about a childhood fraught with abuse and neglect, and expressed much pain and shame concerning her experiences. Jane appreciated her Case Manager's empathy and was very receptive to discussing the prosocial ways to cope with her trauma instead of turning to drugs to cope. With the guidance and support of her Case Manager, Jane was gradually able to work through her trauma towards mending her relationship with her family, maintaining stable employment as an operator and staying drug-free. Towards the end of the programme she was more confident of making further progress towards a full recovery.

JANE*



PERSPECTIVES

Sam* was placed on the Work Release Scheme (WRS) due to a history of drug abuse and concurrently entered the CM programme. Despite his initial recalcitrance about the programme, he was able to open up to his Case Manager about the circumstances that led to his arrest and his underlying emotions during that turbulent time.

The shame and regret he shared detailed his avoidance of his siblings as well as his attempts to connect with his guardian, currently serving a long term sentence. The CM programme afforded Sam the opportunity to realise that there were people who cared about him, namely his elder brother. Sam had never had a heart-to-heart talk with him, and when he did while on the programme, he was touched and driven to ensure he did not disappoint his brother again. At the same time, with the guidance of his Case Manager, Sam was able to make sense of his own feelings with regards to drug use. He now enjoys the time he spends with his family, is comfortable with his job in the service industry and has plans to take up further education to improve his employment prospects.

SAM*



SACA GIVES BACK @ SREE NARAYANA MISSION HOME FOR THE AGED SICK

19 APRIL 2015

SACA's Case Management (CM) team organised the first community service event for the year at Sree Narayana Mission Home for the Aged Sick on 19 April. A total of 29 clients and staff volunteered their time and energy to the event meant for the elderly patients there.

The Sunday morning kicked off with the clients helping to wheel in the residents to the hall followed by a series of fun-filled activities and games such as a modified version of Snakes & Ladders, "Flying Balloons" and "Hantam Bola". Not only did the residents have fun, clients and staff too enjoyed themselves playing the various games and especially interacting with the residents. After sweating it out and having a good laugh, residents were treated to some art and

craft activities after which they could bring their artwork back to their respective wards to be displayed there.

During lunchtime, clients got the opportunity to assist with feeding, as most of the residents are unable to feed themselves and require additional assistance. This task may sound simple but actually requires a lot of patience. Clients were more than willing to render help to ensure the patients were eating well.

The community service event was a success judging from the positive feedback received. The level of engagement and enthusiasm that the clients showed was quite impressive. Indeed, a well-spent Sunday - meaningful & heart-warming.



*To protect the confidentiality of our clients and their families, their names have been changed.



HELPING OUT @ APEX HARMONY LODGE

3 MAY 2015

A total of 31 clients and staff made their way to Apex Harmony Lodge on Sunday, 3 May to give back to the community by spending time with the elderly and engaging them in simple yet fun activities to brighten up their morning.

Participants kicked off the morning attending an introductory talk on dementia – the primary ailment that most of the residents are suffering from. Armed with a newfound understanding, the clients helping to wheel in the residents to the hall and started a slew of fun-filled activities and games such as a modified version of Snakes & Ladders, the ever-popular Bingo and a colouring activity. One of the clients also played the keyboard and sang popular English and Chinese tunes which got some of the more mobile residents up and moving.

During lunchtime, clients got the opportunity to tour the premises – getting the chance to view first-hand the facilities and services provided at the Lodge. Clients listened to the facilitator as she gave insights into the daily lives and routines of the residents.

SACA clients and staff who participated in the community service felt that their time spent there helped promote a sense of fulfilment by giving back to the community and also fostered the message of love and care for the elderly residents.



Programmes & Services CASE MANAGEMENT (CM) EVENTS & ACTIVITIES



SACA GIVES BACK @ SREE NARAYANA MISSION HOME FOR THE AGED SICK

25 OCTOBER 2015

A total of 49 clients and staff made their way to Sree Narayana Mission Home for the Aged Sick on Sunday, 25 October to give back to the community by spending time with the residents and engaging them in simple and fun activities that promote psychomotor skills which will aid in their rehabilitation. SACA staff and clients were told that the residents have been looking forward to the event all week, and with that in mind, they were raring to get things started!

Clients were split into two different teams with one facilitating the games and other doing cleaning and gardening around the compound. Each client in the games team was paired up with a resident to promote interaction and communication. The day started off with some art and craft activities where residents were given a figurine to paint, and clients were seen encour-

aging residents to let their creativity flow! Many residents chose bright colours to paint with, signifying their healthy and happy state of mind. At the same time, clients were given materials to jot down their well wishes for the residents, and they took the opportunity to convey kind words and creative drawings to cheer the residents up. Many of the residents were very pleased with the gifts from their new friends and they showed their appreciation by putting the artwork on display on their wheelchairs for the rest of the morning. Residents also took part in other popular games such as Bingo and lucky winners were presented with prizes at the end.

While the games were taking place, the other team went door-to-door to greet the residents and helped with a little spring cleaning around the home – engaging in tasks such as wiping the

Programmes & Services CASE MANAGEMENT (CM) EVENTS & ACTIVITIES

windows, fans and tables as well as clearing dried leaves in the garden. During lunchtime, clients also had the opportunity to assist with feeding as many of the residents were unable to feed themselves.

At the end of the event, residents were given special goodie bags from SACA which included biscuits, towels and chocolates, while clients were given homemade “kueh” to thank them for their kind effort and participation in helping to make the day eventful for all participants, especially the grateful residents!



EX-OFFENDERS ASSISTANCE SCHEME (EAS)

204
call-in/walk-in
cases were seen
in FY 2015

12 clients
signed up for
EAS

37 counselling
sessions were
conducted

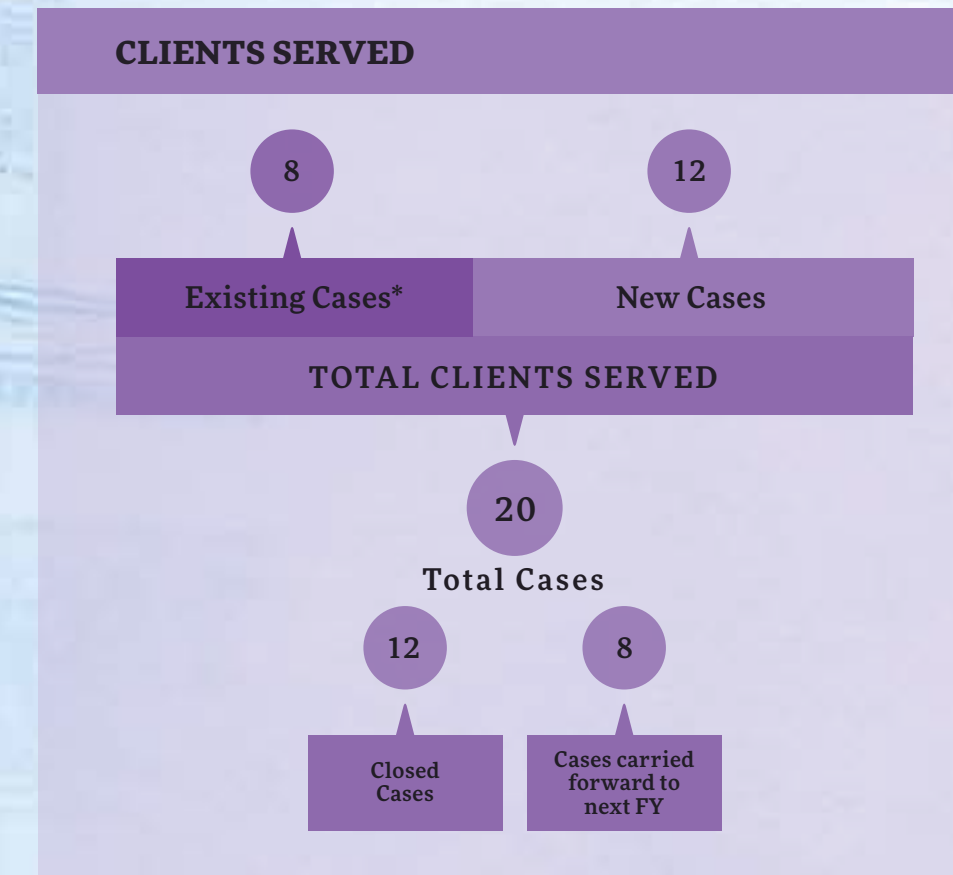
Reintegration is a life-long journey. Many ex-offenders carry with them emotional baggage and an unpleasant past that are well hidden beneath their addictions and criminal behaviour. Society often expects them to change after exiting from prison; however, with the absence of positive social support and the lack of awareness and understanding of their behavior and actions, they are often trapped in the cycle of reoffending. Securing basic needs and adapting to a new environment after their release can be daunting due to the stigma attached to them. Many might have estranged relationships with their loved ones and some might have lost their family due to their many incarcerations. There are many hurdles that they have to overcome before they could even begin their reintegration journey.

SACA's Ex-offenders Assistance Scheme (EAS) continues to function as a call-in/walk-in programme for ex-offenders and their families who require aftercare support. This year, SACA has attended to 204 cases, where each case is assessed and provided with information and referral services. 12 individuals subsequently opted to work on their reintegration through a structured case management framework. The caseworkers not only focused on the existing concerns the clients had come with, they also guided the clients to identify patterns of behaviour that are damaging – such as addiction – and the underlying issues that need to be addressed. Emphasis was placed on guiding clients to increase their emotional and cognitive regulations by learning about the triggers that lead to their criminal behaviours, as well as guiding them to formulate coping skills to help

avoid undesirable reactions. This process empowered clients to look within themselves and tap on their strengths and resources to reinforce changed behaviour, thereby increasing their self-worth and self-esteem. Caseworkers also worked with the clients' loved ones to guide them to support clients' reintegration in a positive way. Clients were also linked to formal support systems to ensure that their basic needs were being met. Events such as community service were organised to provide clients with a platform to engage in positive and meaningful activities.

Moving forward, as the programme enters its 14th year, SACA places greater emphasis on equipping the caseworkers with relevant skills and knowledge to better support the ex-offenders and their families.

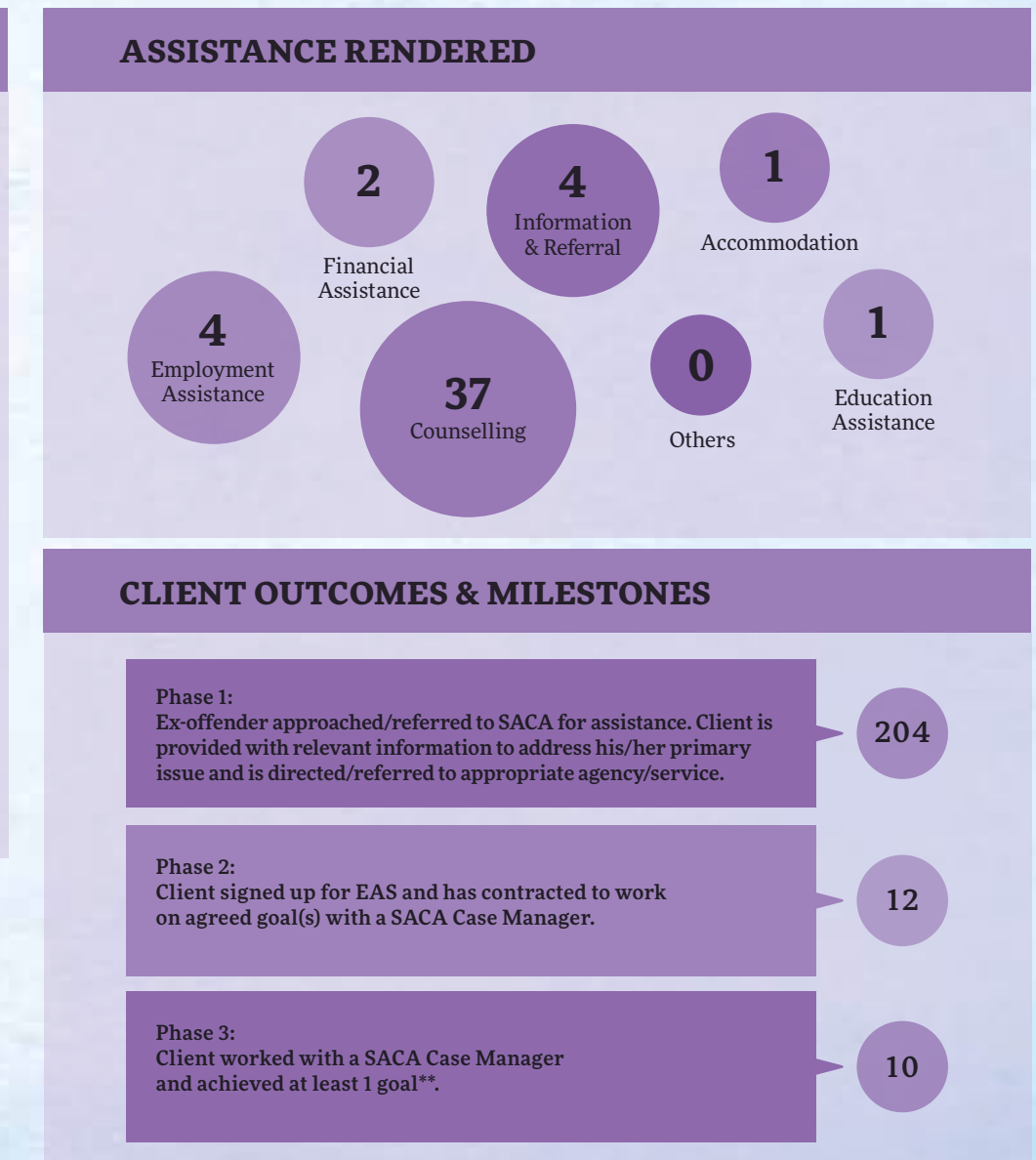
EX-OFFENDERS ASSISTANCE SCHEME (EAS)



* Refers to cases brought forward from March 2015 to the new financial year

** Client has achieved at least 1 short term goal from the following areas:

- Client is employed for at least three months.
- Client has appropriate interim housing arrangement for at least one month and has a concrete accommodation plan worked out.
- Client has at least one family member/friend who is able to provide emotional support and practical help when Client requires assistance.
- Client leads a positive lifestyle by engaging in positive and meaningful activities and has shown improvement/reduction in frequency of inappropriate coping behaviours.



EX-OFFENDERS ASSISTANCE SCHEME (EAS)

PERSPECTIVES

Danny* has been estranged from his family due to his incarceration. Having discussed the matter, both Danny and his wife felt that attending counselling will be beneficial for him personally as well as for their relationship. Danny approached SACA shortly after his release seeking guidance on improving his relationship with his wife and adapting to the home environment post incarceration.

The programme has provided Danny with a safe platform to focus on his inner self, reflect on his past actions and express his thoughts and feelings. This has had a positive effect on his self-esteem and has thus allowed him to take greater control of his future. One of the challenges faced by Danny is accepting that his modest life now is starkly different to his lavish lifestyle prior to his incarceration. Instead of ruminating on how life used to be, Danny has learned to reflect objectively and to see the good in his current circumstances. He has sacrificed much material comfort but has regained his family's trust. He has been playing his roles as a responsible husband and son ever since.

DANNY*



PERSPECTIVES

Andy*, in his 20s, had made contact with SACA to seek financial assistance for his tertiary education. Through work with his case manager Andy came to realise that there were other pressing issues he had to deal with as well. One such issue was that Andy has been diagnosed with a mental health condition that would likely prevent him from pursuing his studies.

Upon discovering this, Andy's case manager had to help him re-prioritise his goals. Andy was initially resistant to seeking medical treatment and he was disappointed to be informed that he would have to defer his education plans. Following several conversations with his case manager Andy eventually agreed to regular counselling. As the counselling progressed, his case manager gradually aided Andy to look at his mental health condition from a different perspective and helped him become more open to receiving treatment. Andy is now more determined than ever to do what is necessary to help him realise his goal of a higher education.

ANDY*



*To protect the confidentiality of our clients and their families, their names have been changed.

LFEAS provided ESP students with funding support amounting to **\$45,544.57** for FY 2015



ESP TEAM

Education is the key to success because it nurtures the human mind and opens doors for individuals of varying backgrounds to compete on equal footing. SACA believes that a good education gives individuals the practical knowledge to succeed in their profession of choice and in life. It also allows individuals to expand upon their natural skill and talents and turn them into something greater. Without higher education, one's chances of securing a good job and ascending to a higher economic and social status are often limited.

EDUCATION SUPPORT PROGRAMME (ESP)

It is noteworthy that offenders and ex-offenders who are motivated to pursue their education sometimes lack the knowledge about the options available. Some are keen to upgrade themselves but are unaware of their own strengths and interests and are thus unable to pinpoint which courses to pursue. Sometimes these people – who have been separated from their family and society during their incarceration – find it challenging to further their studies while simultaneously having to deal with obstacles that impede their reintegration upon release.

In anticipation of the issues that offenders may face upon release, the Education Support Programme (ESP) was initiated in 2007 for ex-offenders who have the desire to upgrade their qualifications but lack the necessary support and resources to do so. The challenges faced usually include insufficient knowledge or information on upgrading, lack of family support and financial constraints.

ESP envisions the development of an individual towards a state of independence and self-sustenance through a holistic person-centred approach so as to ensure a smooth transition from incare to aftercare. This can be done through the provision of necessary support in meeting the various needs arising from the different aspects of the client's life.

ESP SERVICES

ESP services may be broadly categorized into the following groups on the basis of the clients served:

- Services accorded to walk-in and referred clients who need assistance with regards to courses, career and counselling support; and
- Course fee support provided to clients under the Lee Foundation Education Assistance Scheme (LFEAS)

CLIENTS SERVED BY REFERRAL

	EXISTING CASES*	NEW CASES	TOTAL
ESP Direct ¹	14	10	24
ESP Other ²	1	3	4
TOTAL	15	13	28

* Refers to cases brought forward from March 2015 to the new financial year

¹ Refers to cases that are walk-in, call-in or referral from external agencies for educational assistance during FY 2015

² Refers to cases that are currently existing cases under other programmes offered by SACA; these cases are provided education assistance

EDUCATION SUPPORT PROGRAMME (ESP)

MEETING THE DIFFERENT NEEDS

With the provision of the Lee Foundation Education Assistance Scheme (LFEAS), the financial aspects of education are taken care of for clients who are keen to upgrade themselves but do not have the means to do so. This is complemented by follow-up by a caseworker for the duration of the period of study to provide clients with support through casework and counselling in the event they meet with any difficulties as they strive to reintegrate into society. The caseworker could also aid clients in identifying and developing educational goals that will assist them in their personal progress. Additional assistance such as the need for tuition to help in their studies could also be provided where necessary.

ESP also aims to fulfill the social needs of clients through the provision of healthy, prosocial outdoor activities which aim to limit their mixing with antisocial peers – a key precursor to reoffending. Enrichment workshops aim to equip them with the necessary social skills, while personal development and educational activities hope to help them go beyond merely amassing textbook knowledge. Through the provision of the various activities and workshops, we hope to provide student-clients with the opportunity to meet positive, like-minded people and expand their social network which, in time to come, manifests itself in the form of social resources for them.

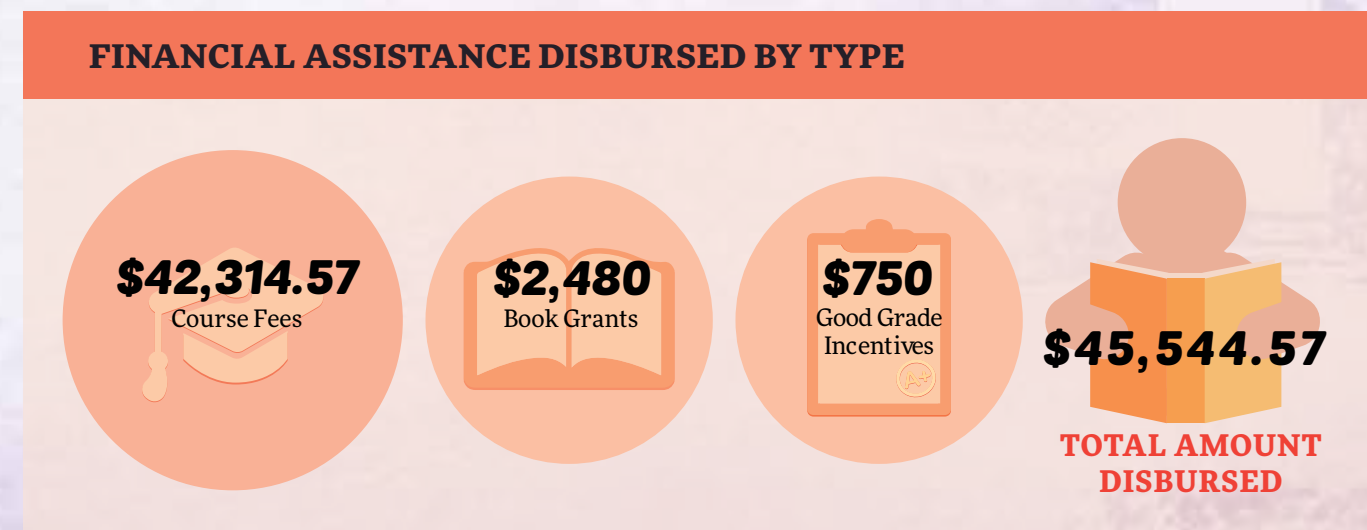
CLIENTS SERVED BY COURSE OF STUDY

GCE 'N', 'O', 'A' Level, Secondary Level, ITE or Approved Private Institutions	4
Polytechnic Diploma Courses / Approved Private Diploma Courses	14
Degree Courses	10
TOTAL	28

LEE FOUNDATION EDUCATION ASSISTANCE SCHEME (LFEAS)

For FY 2015, the Lee Foundation Education Assistance Scheme (LFEAS) provided ESP students with funding support amounting to \$45,544.57.

FINANCIAL ASSISTANCE DISBURSED BY TYPE



EDUCATION SUPPORT PROGRAMME (ESP)

CREATIVE WRITING COMPETITION 2015

Initiated in 2010, the creative writing competition is part of SACA's approach to engaging student-inmates currently pursuing their education behind bars to continue this journey upon release. The competition hopes to provide a platform for them to reflect upon their experiences and to encourage them to express themselves through writing their personal narratives. Prizes are awarded for the best essays with the prizes given to the students' families. This gesture allows students to have the opportunity to reach out to their loved ones despite being unable to physically be there with them.

To acknowledge individual effort, a certificate of participation was given to every person who took part. In addition, for the 16 individuals who emerged as winners of the competition – eight each from the Amateur and Open categories – NTUC FairPrice vouchers with values ranging from \$50 to \$350 were awarded to the family of each winner. As usual family members who collected the prizes awarded to their incarcerated loved ones felt a sense of pride at the accomplishment and were touched that the award was given to the family.

For the competition held in June 2015, a total of 104 students participated; 51 in the Amateur category (GCE N-Level and below) and 53 in the Open category (GCE O-Level and above). It was held across three institutions; Tanah Merah Prison, Cluster A2 and Changi Women's Prison. The essays underwent two rounds of grading – the first by the English Language teachers from the Prison Education Branch and the second by external judges from tertiary institutions.

PARTICIPANTS IN THE CREATIVE WRITING COMPETITION 2015

	OPEN CATEGORY	AMATEUR CATEGORY	TOTAL
Tanah Merah Prison	47	22	69
Changi Women's Prison	5	14	19
Changi Prison Complex	1	16	17
TOTAL	53	52	105

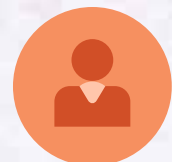
EDUCATION SUPPORT PROGRAMME (ESP)

PERSPECTIVES

Ben* was sentenced to 5 years in prison when he was 22 years old. He was convinced that because of his criminal record, he would not have the same opportunities to succeed in life like others have no matter how hard he tried upon release. Thankfully all those negative thoughts did not stop him from chasing after his dreams.

Ben was motivated and determined to succeed and subsequently enrolled himself into a University programme. He is a beneficiary of the Lee Foundation Education Assistance Scheme and also the Back To School Allowance scheme. Ben is currently pursuing his bachelor's degree and is in his final year. Despite his very hectic schedule juggling a demanding full-time job, family commitments and his studies, he has remained steadfast and continues to persevere in his educational pursuit maintaining outstanding grades and impressive results thus far. Ben is truly a role model and an inspiration to others who also find themselves chasing their goals despite considerable odds stacked against them.

BEN*



PERSPECTIVES

Tina* has had a strained relationship with her family since she was a child. Estranged from her family, she unfortunately turned to negative peers to cope with her life stressors which eventually led to her incarceration. Her last incarceration in 2014 was a turning point and it prompted her to appreciate life better and think about her future. She was determined that her future would be brighter than her past and was convinced that education was the way to ensure this.

Tina approached SACA and successfully applied for LFEAS. Despite the many challenges she faced at home on top of her financial struggles, she did not give up obtaining good grades throughout her education. All her efforts paid off as she not only obtained her degree but graduated with excellent results. Tina has indeed pushed herself hard since her release and has given herself a great chance to enjoy a bright future.

Tina*



*To protect the confidentiality of our clients and their families, their names have been changed.

EDUCATION SUPPORT PROGRAMME (ESP)

EVENTS & ACTIVITIES

ESP GRADUATION CEREMONY

1 AUGUST 2015

SACA's ESP Graduation Ceremony is held annually to celebrate the achievements of student-clients who have completed their course of study as well as to congratulate them for their hard work and perseverance throughout the year. It also aims to motivate existing students to work towards completing their course of study and remain dedicated in achieving the goals they have set for themselves. At the event, student-clients are awarded with certificates and tokens to reward them for their determined efforts towards their upgrading and ultimately, their reintegration.

The ESP Graduation Ceremony was held on 1 August, and guests comprised of family members of graduates, the Principal, Vice Principal, Superintendent and teachers from the Prison School, as well as our board members. During the event, the guest speaker – a former student-client of SACA – inspired the audience with her sharing on how she had successfully overcome various challenges and

obstacles to complete her studies and had embarked on a successful career. Two of the graduates also came forward to share their personal experiences in their pursuit of education and self-improvement. The audience was then treated to a special musical performance by a SACA client who had generously volunteered to provide entertainment for the event.

SACA believes that by giving its student-clients the opportunity to witness their fellow peers graduate, they will emerge with the strong belief that they will also get their own turn to shine one day.



EDUCATION SUPPORT PROGRAMME (ESP)

EVENTS & ACTIVITIES

ESP YEAR-END PARTY

13 DECEMBER 2015

On 13 December, ESP student-clients came together for the annual year-end party at SACA – undoubtedly a time they look forward to as they would get to relax and celebrate after all the good work they have done throughout the year.

The morning kicked off with a workshop on Stress Management. The workshop was led by a volunteer who engaged the student-clients through his own experiences with tips on how to handle stress in a positive manner. The student-clients found the workshop useful and definitely something that they could relate to.

After the insightful workshop, student-clients tucked into a sumptuous meal and engaged in casual banter. The activities that followed got everyone enthusiastic and animated – one of which was a game that had their senses put to the test. They were given various spices and condiments to taste, smell and identify. This activity was a prelude to the main event – making their very own delicious overnight oats from scratch. They were surprised at how easy the whole process was, and they were pleased with their creations – all nicely decorated and most importantly, tasted great!



“It’s been a wonderful journey throughout this year with SACA. The motivation talks actually open my mind to a better approach on how we should handle certain issues. Listening to others’ real life stories has been informative and insightful, and has left a lasting impression on me and others just like me.”

- ESP student-client

EDUCATION SUPPORT PROGRAMME (ESP)

EVENTS & ACTIVITIES

PLAY ME, I’M YOURS – PIANO PAINTING

FEBRUARY 2016

In February, 10 ESP student-clients started off the year creatively with our first ESP event – Play Me, I’m Yours. The event – organised by The Playtent & Singapore International Foundation – provided our student-clients with a one-of-a-kind opportunity to be part of an international art and music initiative for the community which was taking place in Singapore for the very first time.

Over two weekends, the students headed down to *SCAPE and took great joy in decorating a piano using mixed media such as paint and wires. Using vibrant colors such as orange, yellow and blue, our students cast their aspirations through art on the piano hoping in turn to inspire others. As they decorated the piano, they shared the stories behind their artwork, giving more meaning to the intricate designs they were contributing.

Together with several SACA staff members, the student-clients put in their time and effort in creating an eye-catching work which held special significance for all who had helped create it; this was a one-of-a kind piano representing hope, love and second chances. The process was therapeutic for all involved and something which they are not likely to forget anytime soon.



VOLUNTEER AFTER-CARE PROGRAMME (VAP)

This past year the Volunteer After-Care Programme (VAP) continued to engage volunteers in supporting and delivering the programme's core objectives – assisting the reintegration of ex-offenders and reducing the impact of incarceration on the family. Apart from putting in consistent and conscious efforts to improve and enhance the existing programme components, the Association also looked at the gaps in the services and activities to keep clients gainfully engaged while in prison. Working with supportive volunteers of diverse backgrounds has allowed VAP to venture out of its comfort zone thus enabling SACA to reach out to a larger pool of clients.

EXPANSION OF BEFRIENDING CLIENTELE

Befriending has been a mainstay of the VAP, having been the first initiative offered by volunteers to inmate clients since the inception of the programme in 1997. This past year, befriending services were expanded to include clients from the Drug Rehabilitation Centre and Pre Release Centre who are assessed to be at moderate risk of reoffending. In recent years, the Association has tweaked the Befriending Programme to better complement the aftercare programmes offered to releasing offenders. Recent changes to legislation mean that clients are now provided with mandatory aftercare supervision. While this development is generally beneficial, it can nonetheless be quite overwhelming to anyone to keep in contact with several sources of help at the same time. By

tweaking our traditional befriending model, the current pilot is now a four-month in-care and four-month aftercare offering. This would give clients the additional source of support for four months during their pre-release phase to discuss any concerns they may have as well as to help them make plans for their release. The aftercare phase for most clients is very crucial – while SACA understands that support is important for clients, the programme encourages befrienders to be there for clients while still giving them the autonomy to plan and make their own decisions. As there are now several stakeholders involved in a client's reintegration, the VAP would like to take the lead in working together with various partners to create a holistic aftercare experience for clients.



Befriending has been a mainstay of the VAP having been the first initiative offered by volunteers to inmate clients since the inception of the programme in 1997.

VOLUNTEER AFTER-CARE PROGRAMME (VAP)

VOLUNTEER RECRUITMENT & REFRESHER TRAINING

The team is delighted to welcome 12 new volunteers to the SACA family! Recruitment for Batch 28 also saw volunteers from earlier batches joining in the training as a refresher course. SACA would like to extend a warm welcome to all Batch 28 volunteers – the Association hopes that their journey on board will be a fruitful and meaningful one.



VOLUNTEER AFTER-CARE PROGRAMME (VAP)

WHAT'S NEW!

RACIAL HARMONY QUIZ COMPETITION @ TANAH MERAH PRISON SCHOOL

Our Racial Harmony Quiz Competition was held at Tanah Merah Prison School on 28 July 2015. Our volunteers were involved in the planning and execution of the event. The diversity of the working group made the preparation work more exciting and educational. Volunteers had a first-hand experience helping out during the quiz

competition which saw clients answering questions based on the various categories such as food, festivals, traditional games and cultural practices during assembly. A total of 23 students took part in the competition. The winning team won \$120 worth of NTUC FairPrice vouchers which was presented to their family.

CLIENTS SERVED BY INITIATIVE

66
Befriending

121
IIMAC

TOTAL
187
CLIENTS
UNDER VAP

VOLUNTEER AFTER-CARE PROGRAMME (VAP)

VOICES OF OUR VOLUNTEERS

MR TEE KAI PENG, VOLUNTEER SINCE 2005



I always believe in giving people a second chance. SACA is the place I choose to volunteer at as it is a place where I can offer clients a helping hand and offer them the support they require. SACA treats volunteers like family - we get full support from SACA staff when it comes to issues like tuition services as well as education and job opportunities for clients. I feel safe and motivated volunteering with SACA.

I have been involved in various programmes at SACA such as Group Work, Befriending, Initiative for Incarcerated Mothers and Affected Children, providing tuition services for clients as well as helping out during SACA events. Each volunteering experience is different and I really appreciate being able to be exposed to clients of varying backgrounds and life stories to share.

I am motivated by the clients and their sheer determination to change for the better. I even have some clients coming forward to say hello

and share with me that they are coping well, and even thanking me for giving them the support that they truly needed. Seeing them change and move forward to the next chapter in their lives makes me feel very motivated and inspired to do more.

Because of my volunteer work with SACA, I made an important life decision to take up my Master's Degree in Social Sciences (majoring in Counselling) rather than in Human Resources as I feel that I need to equip myself with more knowledge and skills so that I can help clients better. SACA also provides us with training in many areas relevant to our volunteering work so that we are more confident in working with our clients.

I have been with the SACA family as a volunteer for 11 years and counting, and I will continue to volunteer with SACA for as long as I can. Thank you SACA for giving me the opportunity to enrich and bring much hope and positivity into my life.

VOLUNTEER AFTER-CARE PROGRAMME (VAP)

VOICES OF OUR VOLUNTEERS



MR SAI RAM NILGIRI, VOLUNTEER SINCE 1998

I started volunteering with SACA back in 1998. I had just moved here from Australia and felt that one needs to have a balance with humanity in a very consumeristic world. It had to be a challenging assignment where while giving, I had to learn more about myself. I felt that working with SACA was going to provide me with a challenge of dealing with a section of society that is shunned and frowned upon. How could I be of value without judging the person or the situation? I then thought that working with inmates would provide the ideal challenge of working with people who have all the odds stacked against them.

My first assignment was actually a former police officer who was imprisoned. He was having an undeniably tough time as he had sent many to prison before his incarceration. Despite his tough exterior, I soon realised he was actually a gentle soul, trying to make sense of what life would be like once he was released. It never really dawned on me the impact of life in isolation and when you walk out of the gates, reality hits - traffic is twice more than when he went in five years ago, and people had moved to mobile phones instead of pagers. How does one make sense of the tsunami of emotions and find your footing in the outside world again? Thankfully, he had a faithful wife who stood by him, proving that having a strong support

system outside prison is indeed crucial for the client to make a safe and smooth transition.

Fast forward to 2016 and I have a current case with an extraordinary 23 year old who is also a father-to-be. He has survived on his own since the age of 16 which I believe is an immense achievement. However, wrong company and influences took him down the wrong path. It is truly a pleasure to see him so committed to making a change and hoping never to see the insides of a prison again. We laugh a lot together and I keep telling him "If I see you inside again, it would be because you miss the food!" I find that sometimes humour is a great way to get the message across to our clients in our attempts to communicate more effectively with them.

What started off as volunteer work actually lead me to my current profession as an executive coach. I believe that my time here at SACA has only helped me grow as a person. I have many identities in life and am proud to be a SACA volunteer, where each engagement has made me grow in some way or other. SACA has been a great organisation to be engaged with and the people are passionate and supportive in the development of the volunteers. They do their best to make a difference in society in a very unique way and I am privileged to be a part of the SACA family.

VOLUNTEER AFTER-CARE PROGRAMME (VAP)

INITIATIVE FOR INCARCERATED MOTHERS AND AFFECTED CHILDREN (IIMAC)

The silence of the shame and suffering experienced by the unintended victims of incarceration can be deafening.

Caregivers find it hard to talk to anyone about their loved ones who are incarcerated, as prison is still a taboo topic. This could prove to be a barrier for them to reach out and ask for help.

Under the Initiative for Incarcerated Mothers and Affected Children (IIMAC), SACA is in a unique position to speak with these caregivers and funnel much needed resources to meet their needs. It all starts at the intake sessions with the mothers at Changi Women's Prison. SACA hears their concerns and proceeds to follow up by conducting a home visit. Caregivers are more open to sharing their needs once they know that SACA is aware of the position they are in.

SACA ensures that these families are not alone in their struggles. There is a community of care that includes volunteer welfare organisations, self-help groups and government bodies that can support the families in various ways. SACA meets and networks with various partners to better understand new programmes so that there have on hand knowledge of these resources to aid these families.

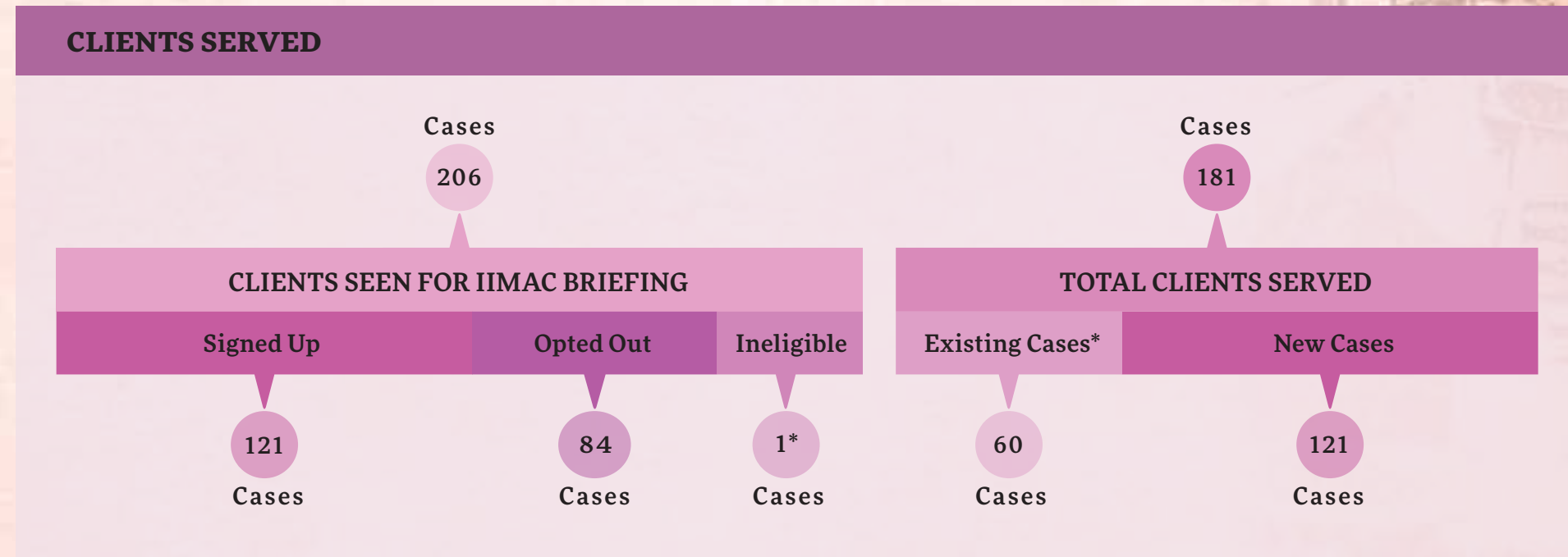
SACA depends on a pool of volunteers to conduct home visits for cases that are of low to medium risk. Their role is important as they conduct a first level of assessment of the current living situation involving the clients' children and caregivers. SACA has endeavoured to ensure that the volunteers have undergone experiential training so they have the ability to fulfill their role well. The experiential training includes roleplays in which they try out different strategies to engage caregivers and children. Newer volunteers are always paired with either staff or more senior volunteers. Staff is always at hand for volunteers to consult with when necessary.

As every family has different needs, it is imperative that volunteers have the information at their fingertips to link them to resources quickly when they do the home visits. A manual is being drafted with the appropriate details to better equip volunteers in future.

The focus is on how IIMAC brings community partners together to ensure that families of incarcerated mothers are not alone to suffer in silence. IIMAC's role is important as talking about prison is taboo and caregivers may find it difficult to ask for help. As volunteers do home visits, this report explains how they are trained and what is being done to support them.

VOLUNTEER AFTER-CARE PROGRAMME (VAP)

INITIATIVE FOR INCARCERATED MOTHERS AND AFFECTED CHILDREN (IIMAC)



* Children above 16 years of age

* Refers to cases brought forward from March 2015 to the new financial year

VOLUNTEER AFTER-CARE PROGRAMME (VAP)

INITIATIVE FOR INCARCERATED MOTHERS AND AFFECTED CHILDREN (IIMAC)

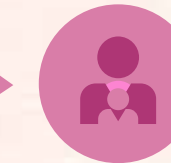
PERSPECTIVES

Adeline*, 7, had to attend her Primary 1 orientation without her mother, Anne*, as her mother was incarcerated. Her elderly grandparents held multiple jobs and had to commit to different work shifts to care for her. Though only seven Adeline was assessed to be a remarkably independent child - she cooked for herself when her grandparents were occupied and even requested to travel to school by herself so as to ease the burden on them!

SACA referred the family to a Family Service Centre (FSC) for financial and food ration assistance as the family has debts in excess of \$50,000. SACA also highlighted the safety concerns for Adeline to the FSC worker due to her tender age. Her grandparents are aware of these concerns and have committed to monitoring the situation closely.

The FSC worker has also put up a financial assistance application for the family. A home visit was conducted to engage and befriend Adeline. Adeline has been keen and happy to meet up with the FSC worker on a regular basis as it has provided her with a platform to share her feelings.

ANNE & HER DAUGHTER, ADELINE



PERSPECTIVES

Siti* was concerned about how her daughter, Rose*, 7, was coping with living with her ex-husband (Rose's father) during her incarceration.

Siti's ex-husband, Samad, had many misconceptions about Siti just because she was incarcerated. He had reservations about her ability to care for the children and wanted to get full custody of another daughter as well. However, the caseworker was able to get her ex-husband to realise that Siti was not a bad person. The caseworker explained to Samad that his ex-wife was getting treatment for her drug issues. He decided not to petition the court for full custody. He was also willing to offer any necessary support to aid her recovery upon her release.

SACA also informed Samad that Rose needed to interact with children of her age as part of her emotional development. He agreed to resume sending Rose to Sunday classes so that she could spend more time with her friends.

SITI & HER DAUGHTER, ROSE



* To protect the confidentiality of our clients and their families, their names have been changed.

VOLUNTEER AFTER-CARE PROGRAMME (VAP)

EVENTS & ACTIVITIES

STUDY VISIT TO SOCIAL SERVICE OFFICE @ WOODLANDS

4 JULY 2015

Outreach visits to the Social Service Office (SSO) serve as an important platform for the Ministry of Social and Family Development to share with the community on the roles and functions of the SSO. On our part the visit was a useful means to provide our volunteers with an opportunity to better understand the resources available to clients. One of the main challenges faced by SACA's clientele is the lack of short-term financial resources, thus the Study Visit was indeed useful for volunteers to better understand the various assistance schemes available for clients.

The presentation by the staff provided a comprehensive look of the functions of the SSO. The Question & Answer session held after the presentation allowed volunteers the opportunity to share various scenarios they had encountered in their volunteering work and clarify any uncertainties they had about certain procedures and processes.



VOLUNTEER AFTER-CARE PROGRAMME (VAP)

EVENTS & ACTIVITIES

VOLUNTEER GET-TOGETHER DINNER

28 AUGUST 2015

The Volunteer Affairs Sub-Committee (VASC) hosted the 2nd Volunteer Get-together Dinner on 28 August - this time at the Moghul Mahal Restaurant at Novotel Singapore Clarke Quay. The Dinner is an annual event for both active and inactive volunteers that aims to bring all volunteers together to provide updates on volunteering initiatives as well as to gather any feedback they may have.

Volunteers enjoyed the sumptuous North Indian cuisine while sharing and discussing their volunteering experiences with one another in the hopes of getting more volunteers onboard the various programmes and initiatives. Our appreciation goes out to the VASC for organising yet another awesome get-together event for volunteers!



VOLUNTEER AFTER-CARE PROGRAMME (VAP)

EVENTS & ACTIVITIES

VOLUNTEER APPRECIATION NIGHT 2015 AROUND THE WORLD

23 OCTOBER 2015

Every year, SACA's dedicated volunteers look forward to one of the main highlights of the year – the annual Volunteer Appreciation Night – where they get to come together to celebrate the year of volunteering achievements as a team. On 23 October, SACA volunteers were all set to embark on an exciting journey Around the World held at the Emerald Ballroom at PARKROYAL on Kitchener Road. SACA had the privilege of hosting Ms Denise Phua, Mayor, Central Singapore District, as Guest of Honour for the night.

Guests started off by taking part in the exciting fringe activities prepared for them such as the themed photo booth where they were presented with their very own take-home photo printouts. There was also a caricature booth all set up where talented artists wowed the crowd as they accurately sketched a likeness in three minutes presenting guests with a personalised souvenir to remember the night by! That certainly created quite a buzz even before the real festivities started.

Throughout the night, the ballroom was abuzz with excitement as guests took part in challenging individual and team games as well as the signature lucky draw where a lucky few walked away with travel themed prizes such as travel accessories and flight vouchers – all this while enjoying a sumptuous spread of good food and good conversation. The highlight of the evening was a special segment dedicated to our longest serving member of the SACA family – After-Care Officer, Mr Chua Boon Tee.



Guests watched intently as the special video montage commemorating Mr Chua's contributions to SACA and the aftercare sector for the past 40 years rolled on, and gave a thunderous round of applause at the end as Mr Chua was presented with a one of a kind 3D model of the SACA building! It was truly a memorable night for the SACA family.



VOLUNTEER AFTER-CARE PROGRAMME (VAP)

EVENTS & ACTIVITIES

HALL OF FAME

The evening also witnessed the awards presentation for volunteers who have been exemplary in dedicating their time and effort to the cause of reintegrating lives. The following are the special individuals recognised this year:

Outstanding Volunteer Award 2015

- Ms Low Lee Kiang Jasmine

Outstanding New Volunteer Award 2015

- Mr Leow How Phing

Merit Award 2015

- Ms May Hui
- Ms Yap Bee Hoon Clara
- Ms Ong Lee Wee (Nicole)

Long Service Award 2015 – 16 years

- Ms Baljit Kaur
- Ms Khong Phui Sheong Eileen
- Mr Lim Kah Keng
- Mr Nilgiri Sai Ram
- Ms Yap Bee Hoon Clara

Long Service Award 2015 – 15 years

- Mr Bobby S Kappen

Long Service Award 2015 – 10 years

- Mr Adnan Abdullah
- Mr Chia Heng Wah Eric
- Ms Chua Aik Whee Hannah
- Mr Kwok Pui Sum Royal
- Mr Seet Poh
- Mr Tee Kai Peng
- Ms Ong Lee Wee (Nicole)
- Ms Soh Poh Hiong Alicia
- Mr Soon Min Hian Matthew
- Mr Tan Wai Hong Alvin





VOLUNTEER AFTER-CARE PROGRAMME (VAP)

Programmes & Services

EVENTS & ACTIVITIES

VOLUNTEER POTLUCK PARTY

30 JANUARY 2016

The Volunteer Potluck Party is a yearly affair held with the intention of bringing volunteers, their families and the VAP team together. As most of their volunteering work is carried out individually, gatherings such as this create an opportunity for volunteers to network and mingle with one other.

The tables were filled with a wide variety of food from appetisers to mains and sides as well as an array of delicious desserts. Volunteers were treated to the rich flavours of home cooking. Recipes were shared and exchanged. It was a great evening filled with great food and laughter.

Of course, no potluck party would be complete without the crucial element of fun and games! Everyone's culinary knowledge was put to the test with the Guess the Herbs & Spices game where

guests were divided into groups and given bags of individually packed spices and herbs to identify. The task appeared simple but it sure required much discussion and teamwork to get the answers right.

The highlight of the potluck party was the making of Overnight-Oats-in-a-Jar from scratch. Volunteers watched intently as the VAP team gave them a step by step demonstration before they set about creating their own personalised versions. Not only is this treat easy to prepare; it is also a nutritious, high-fibre snack. Volunteers were eager to create their own masterpieces to bring home. They eagerly went about adding their desired toppings such as dried cranberries, flaxseeds, banana, Greek yoghurt and jam to the creamy milk and oats mixture. It was a simple but pleasurable activity and

many commented that it will make a lovely personalised gift for loved ones.

At the end of the day, volunteers and their families left the potluck party feeling full with delicious food made with love and with bags filled with food and gifts in tow. The potluck party was a success as it was filled with lots of laughter, delectable food and most importantly, it allowed volunteers to reconnect and recharge. It is no wonder that SACA volunteers are already looking forward to the next potluck party!



SACA has been the appointed managing agent since the Development Framework for Offender Rehabilitation Personnel (DORP) was launched by the Singapore Prison Service (SPS) in January 2014



SACA has been the appointed managing agent since the Development Framework for Offender Rehabilitation Personnel (DORP) was launched by the Singapore Prison Service (SPS) in January 2014. The role of the managing agent is to plan and review courses which aim to enhance service delivery for those undertaking offender rehabilitation work.

In 2015, a needs assessment and a survey were conducted by SACA to identify training needs of volunteers, operations staff and professionals involved in rehabilitation work. A total of 24 agencies participated in the survey.

TRAINING FOR THE AFTERCARE SECTOR

Programmes & Services

BASIC PRISON TRAINING

The enhancement to the basic volunteer training package this past year has been well received with most participants indicating the roleplay sessions and practices as being particularly helpful. This indicates that timely review and updating of training packages is essential in keeping trainings relevant. Additionally, more effective courses equip volunteers with better skills, making them feel supported as well.

For FY 2105, SACA trained 184 new volunteers over seven training runs.

YELLOW RIBBON COMMUNITY PROJECT TRAINING

The Yellow Ribbon Community Project (YRCP) is currently in its 5th year. Singapore Anti-Narcotics Association (SANA) is presently the coordinator for the project and they continue the work of engaging the grassroots to recruit more volunteers to reach out to the families of incarcerated individuals. The initiative has continued to gain an even wider foothold in the community with more experienced divisions expanding the scope of support provided to the families.

For FY 2015, four training runs were conducted involving 80 grassroots volunteers.

Since its inception, a total of 577 grassroots volunteers have been trained.

The survey focused on two key areas:

- Capability building in professionals/volunteers
- Effectiveness of past training modules conducted

The information gathered will be used to guide SACA in developing relevant training courses to further enhance the knowledge & competencies of volunteers and professionals over the next couple of years.

Generally, the survey findings indicate that participants consider the coverage of skills and knowledge aspects pertaining to aftercare work to be fairly comprehensive while also providing suggestions for consideration. With the inputs from the survey, SACA & Prisons have looked into refining some of the existing courses to enhance the skills application component, while new courses have been identified to target specific needs of the helping professionals specifically social workers, counsellors and halfway house operations staff.



TRAINING FOR THE AFTERCARE SECTOR

DEVELOPMENTAL PRISON TRAINING

The Developmental Prison Training track continues to be well received. In its 5th year, the support from charitable organisations and their volunteers remains strong.

The interest and enthusiasm shown by volunteers to attend training and the keenness of organisations to encourage their people to make full use of the upgrading opportunities provided is proof of the passion and desire of the sector to better their ability to serve the individuals and families on their reintegration journey.

The year in review saw the rolling out of 10 courses of which two are new – ‘Befriending Skills for the Offender Population’ focuses on enhancing the befriending skills of volunteers and ‘Working with Difficult Offenders (Intermediate)’ aims to anchor the learning and further enhance the skills.

For FY 2015, these skills-based courses were offered:

1. Befriending Skills for the Offender Population – New
2. Working with Substance Abusers
3. Working with Difficult Offenders (Basic)
4. Effective People Helping Skills
5. Cognitive Restructuring in Offending Population
6. Working with Difficult Offenders (Intermediate) – New
7. How to Prevent and Address Compassion Fatigue
8. Facilitation Skills for Group Work in Prison Context

A total of 241 volunteers completed the above courses.

BEFRIENDING TRAINING

This past year, with the Befriending Programme undergoing review, befriending training continued at a much slower pace. With the training focusing on basic attending skills, positive feedback was received citing the practical sessions as being particularly helpful. These skills are essential as the befrienders are required to be in touch with the clients for a 16-month period in total.

For FY 2015, one training run was conducted for 12 volunteers.

Since its inception in June 2013, this training has equipped a total of 138 volunteers.

TRAINING FOR SECTOR PROFESSIONALS

The professionals of the sector face an uphill battle in coping with seemingly ever increasing caseloads while also trying to upgrade their knowledge and skill sets to better serve clients. This constant battle with time continues to be the main challenge when conducting training for the practitioners with several runs having to be called off due to insufficient participant numbers. Feedback from various agencies confirmed that a lack of time on the part of their staff was a significant reason for not signing up for courses.

For FY 2015, a total of 40 caseworkers benefitted from the two courses offered.



IN THEIR OWN WORDS

“Looking forward to the role-playing course next year to learn the different ways and techniques we need for the work that we do!”

Participant, Professionals’ Training
21-23 September 2015

“It was excellent! The trainer was experienced, personable and practical, and the activities (test & roleplay) ensured maximum learning. I would like to know more about SACA - perhaps it could have been given more of an introduction.”

Participant, Basic Prison Training
5 March 2016

“This training is a must for all new staff and volunteers.”

Participant, Yellow Ribbon Community Project Training
19 March 2016

TRAINING FOR THE AFTERCARE SECTOR

TRAINING FOR VOLUNTEERS AND PROFESSIONALS

	Number of Runs	Number of Volunteers/ Professionals Trained
Basic Prison Training	7	184
Yellow Ribbon Community Project Training	4	80
Developmental Prison Training	10	241
Befriending Training	1	12
Training for Sector Professionals	2	40



Programmes & Services

EMPLOYEE TRAINING AND DEVELOPMENT

In efforts to upgrade their skills and to better the services they help provide, our staff attended the following courses and seminars during the year:

CASEWORK & COUNSELLING

1. ACT! Conference on At-Risk Youths
2. Addiction Awareness Workshop – “Understanding Addictions”
3. CARE Network Workplan Seminar
4. Case Management Training by SPS
5. Certificate in Supervision for the Social Services
6. Clinical Skills in Suicide Work
7. Clinical Supervision 2016
8. Effective People Helping Skills
9. Effective Principles & Practices in Community Supervision
10. Family Law for Social Service Professionals
11. Group Supervision
12. Helping Families of Addicts
13. Solution Focused Brief Therapy Introduction
14. Syariah Family Law for Social Service Professionals
15. Theoretical Knowledge in Case Practice
16. Throughcare Lab 2015
17. 3rd Asia Pacific Behavioural and Addiction Medicine Conference (APBAM) 2015

OTHERS

1. 3rd Social Service Research Network (SSRN) – “Transforming Research into Solutions”
2. Transfer Data into Social Impact Seminar
3. Learning Journey with SPS to Hong Kong
4. How To Turn A Non-Profit Organisation (NPO) Into A Strong Brand
5. Making Sense II: Fund Raising Strategy Development



Programmes & Services

STAFF PROFESSIONALISATION

Clinical Supervision has been integrated as part of SACA’s learning culture since 2010. Over the years, SACA caseworkers have seen a considerable amount of diversity in the clients referred – the latest being young adult clients referred for assistance which in turn has resulted in caseworkers dealing with issues of varying complexities.

With the latest addition to our diverse client types, caseworkers have been introduced to another framework to assess cases – the Attachment Framework requires caseworkers to trace a client’s development timeline to identify any childhood trauma which may be contributing to current behaviour.

The following list details the frameworks and strategies that caseworkers have been taught and how they have been using them in assessing their cases.

TIMELINE (TO TRACK)

- Developments across Lifespan
- Significant Events
- Offending Behaviour
- Onset of Offending Behaviour

FRAMEWORKS

- Forensics
- Biopsychosocial
- Attachment
- Self in Society
- Trauma
- Case Management

ASSESSMENT & FORMULATION

- Offending Paralleling Behaviour
- Criminal Thinking Styles
- Psychopathy Characteristics
- Mental Status Examination/Suicide Risk Assessment
- Family Assessment (during Home Visits)/ Family Functioning

INTERVENTION (STRATEGIES TO SELECT BASED ON ASSESSMENT & FORMULATION)

- Functional Analysis
- PRIME Theory
- Motivational Interviewing
- Relapse Prevention Plan (RPP)

A journey of a thousand miles must begin with a single step – SACA caseworkers are constantly learning so as to better serve clients. Every step taken towards new and improved learning paves the way towards enhanced levels of competency and professionalism to better serve the individuals and families that rely on the Association’s services.

RESEARCH FOR THE AFTERCARE SECTOR

In 2015, SACA completed six literature scan review papers and one original research study on the aftercare sector as part of the research initiative under the CARE network. Topics of the six literature scan reviews are as follows:

1. The role and impact of befriending;
2. Accommodation issues and challenges;
3. Effects of parental incarceration on children;
4. From beneficiary to peer mentor;
5. Issues and challenges facing elderly ex-offenders; and
6. Education and training needs of ex-offenders.

The six literature scan reviews were completed by 31 December 2015.

The original research study, “Value of Befriending to Inmate and Ex-Offender Clients” commenced in July 2015 and was completed in January 2016. This exploratory study examined what benefits, if any, ex-offenders who had undergone the programme derived from having a volunteer befriender attached to them and the impact this had on their reintegration upon release. Additionally SACA hopes that the findings may inform on some of the programme areas that may need to be improved on. Data was collected from 15 male ex-offenders who have been released from prison and had undergone the befriending programme in 2015. In this study, in-depth interviews were used to collect the data from the ex-offenders. Respondents were obtained from a list provided by the Singapore Prison Services (SPS) and SACA. The sample of this study is a purposive sample as the respondents selected were male, and must be or have been in the befriending programme. Eight of the respondents are Chinese, six are Malay and one an Indian.

Based on the findings, the befriending programme has had a positive effect on the lives of the 15 respondents. According to SPS, the main role of a befriender is to provide clients with the necessary emotional support and a listening ear prior to and upon their release. However, the findings from this study suggest that the clients require more

tangible forms of material assistance from their befrienders after release. A review of the focus of befriending may be timely and a relook at the role of the befriender and well as better communication of the responsibilities of all parties involved could be considered.

It is evident from this study that the befriending programme improves the respondents’ self-esteem and confidence, which in turn spurs the respondents to have a more positive outlook on life. The respondents view their befrienders as a positive role model in their lives and without them they indicate that they would find it even harder to leave their previous antisocial lifestyles behind. Furthermore, this study highlights the importance of the befriending programme in creating opportunities for clients to build a new support network. A new prosocial network is important to ensure the reintegration of the clients into mainstream society.

SUMMARY NOTES

- SACA completed six literature scan review papers in 2015.
- An exploratory study on the clients’ perspective of the befriending programme entitled, “The Value of Befriending amongst Inmates and Ex-Offenders” was carried out from July 2015 to January 2016.
 - o 15 male ex-offenders who have been released from prison and had undergone the befriending programme in 2015 were interviewed for this study.
 - o The befriending programme has had a positive effect on the lives of the 15 respondents.
 - o The findings from this study suggest that the inmates are seeking more tangible forms of assistance from their befrienders after release.
 - o The befriending programme improves the respondents’ self-esteem and confidence, which in turn encourages the respondents to have a more positive outlook on life.
 - o This study highlights the importance of the befriending programme in creating opportunities for clients to build a new support network.

SECTION five

Staff Welfare



Programmes & Services

STAFF WELFARE

EVENTS & ACTIVITIES

"Give your stress wings, and let it fly away"
- Terri Guillemets

SACA'S BAKE OFF!

14 AUGUST 2015

Baking is a therapeutic activity for both baking extraordinaires and novices alike as it allows them to de-stress and unleash their creativity. It is an activity where one can engage in alone or with a group of friends. Baking – when done as a group activity – promotes team building and creates a platform for the sharing of memorable experiences.

SACA staff spent their beautiful Friday afternoon on 14 August at the Chantilly Culinary Studio where they learnt how to bake apple crumbles and chocolate macarons in a cozy and beautifully decorated cooking studio setting and under the watchful eye of Chef Cecilia. For starters, Chef Cecilia led the group in playing a game where 10 mystery ingredients were presented to each team to guess. Everyone had fun guessing the names of the seemingly common but yet unfamiliar baking ingredients. Various senses were utilised during the opening activity – tasting, feeling and smelling the ingredients and even testing their listening skills through eaves-

dropping on the other groups' discussions! Excitement filled the studio as the groups competed to be the first to guess all the ingredients accurately.

With everyone all hyped up, Chef Cecilia then began her demonstrations for both apple crumbles as well as chocolate macarons with SACA staff as her attentive audience. Chef also shared that one should never make macarons on a rainy day. This might sound strange but it is indeed a fact that the humidity level does affect the baking process and outcome!

After the informative demonstrations, SACA staff then hurried off to their respective stations to start work on preparing and baking the apple crumbles and chocolate macarons. The afternoon went by quickly and the staff got to feast on the piping hot baked goodies as well as bring back their creations to share with their loved ones. The unique experience shared by SACA staff certainly left a lasting impression in each and every one of them.



STAFF WELFARE TEAM



Programmes & Services

STAFF WELFARE

EVENTS & ACTIVITIES



Programmes & Services

STAFF WELFARE

EVENTS & ACTIVITIES

2015

SACA YEAR-END PARTY

31 DECEMBER 2015

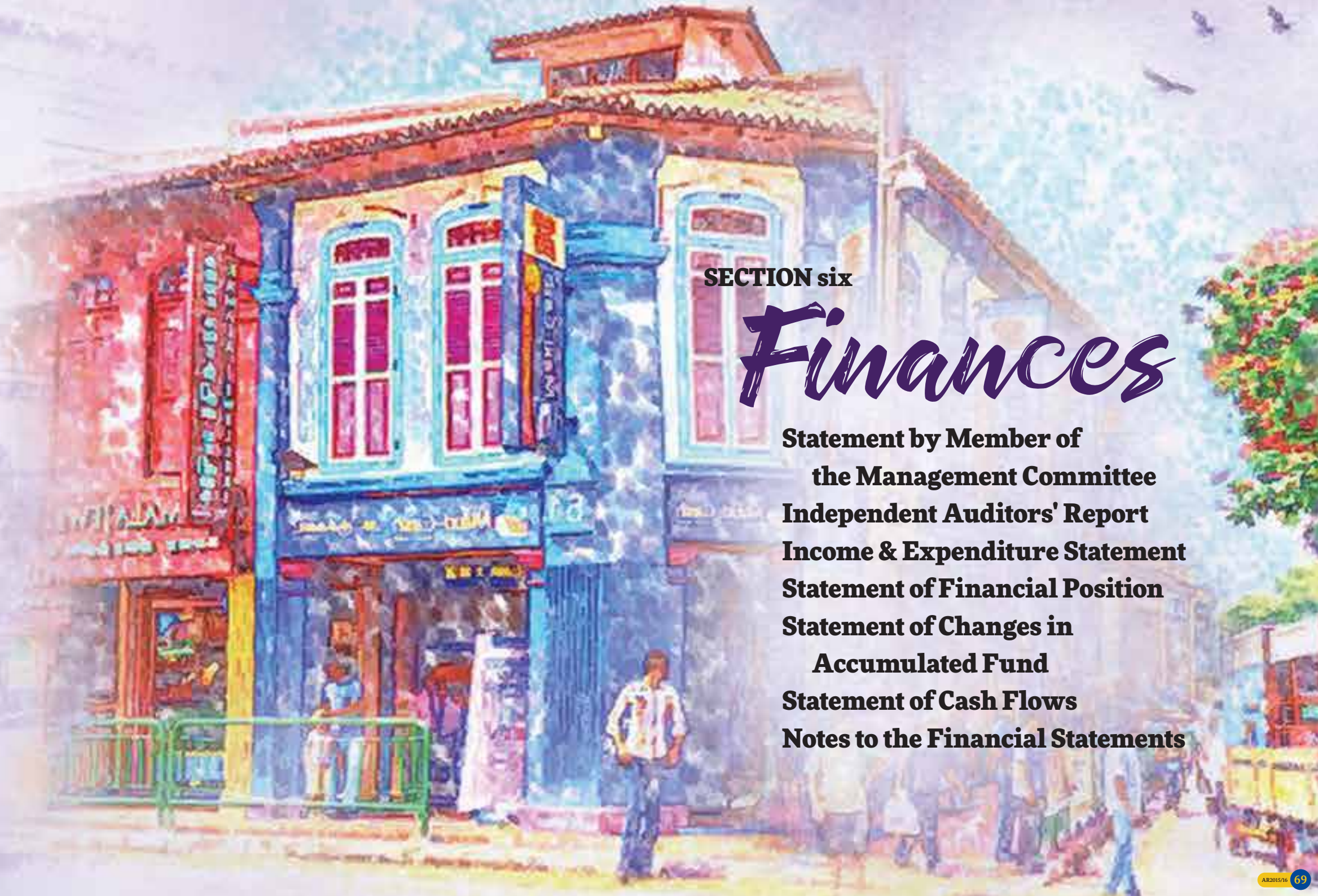
Just the thought of having to work on the last day of the year can be a downer especially when everyone is in a festive mood. What could be more meaningful than to spend that day catching up with colleagues and celebrating the year of achievements together? On 31 December, SACA staff ditched their workstations as they got themselves ready for some fun and games to end off the year on a high note.

The day started with an icebreaker game for staff to get to know each other better. With exciting prizes to be won, many unleashed their competitive nature despite it being only the first activity of the day. Loud chatter, laughter and cheers ensued. The enthusiasm level increased as more competitive



games were introduced. In conjunction with SG50, popular childhood games such as Snakes and Ladders were played.

An 11-course high tea buffet was served after two hours of entertaining team games. The Secret Angel gift exchange segment followed, where everyone excitedly unwrapped their presents and tried to guess correctly who their Secret Angel was. The party ended with a surprise segment to congratulate four staff who have been with SACA for 10 years or more with a special cake treat. After the eventful conclusion to the year, SACA staff felt refreshed, rejuvenated and raring to take on 2016!



SECTION six

Finances

**Statement by Member of
the Management Committee
Independent Auditors' Report
Income & Expenditure Statement
Statement of Financial Position
Statement of Changes in
Accumulated Fund
Statement of Cash Flows
Notes to the Financial Statements**


STATEMENT BY MEMBER OF THE MANAGEMENT COMMITTEE

For the financial year ended 31 March 2016

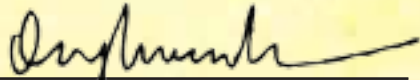
In the opinion of the members,

- (1) the accompanying statement of financial position, income statement, statement of comprehensive income, statement of changes in equity and statement of cash flows together with notes thereto are drawn up so as to give a true and fair view of the state of affairs of the Association as at 31 March 2016 and of the business, changes in accumulated fund and cash flows of the Association for the financial year then ended, and
- (2) at the date of this statement, there are reasonable grounds to believe that the Association will be able to pay its debts as and when they fall due.


On behalf of the board of directors,



 JEFFREY E.S. BEH
 CHAIRMAN



 ONG HIAN SUN
 HONORARY TREASURER



 JENNIFER MARIE
 HONORARY SECRETARY

Dated: 11 August 2016

Report on the Financial Statements

We have audited the accompanying financial statements of Singapore After-Care Association, which comprise the statement of financial position as at 31 March 2016, and the income & expenditure statement, statement of changes in accumulated fund and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory notes.

Management's Responsibility 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 Singapore Charities Act (Chapter 37), the Societies Act (Chapter 311) and Singapore Financial Reporting Standards, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair profit and loss accounts and statement of financial position and to maintain accountability of assets.

Auditor's Responsibility

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

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of financial statements that give a true and fair view 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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

INDEPENDENT AUDITORS' REPORT

Opinion

In our opinion, the financial statements are properly drawn up in accordance with the provisions of the Act and Singapore Financial Reporting Standards so as to give a true and fair view of the state of affairs of the Association as at 31 March 2016 and the results, changes in accumulated fund and cash flows of the Association for the year ended on that date.

Report on Other Legal and Regulatory Requirements

In our opinion:

- (a) The accounting and other records required by the regulations enacted under the Societies Act to be kept by the Charity have been properly kept in accordance with those regulations; and
- (b) The fund-raising appeals held during the year ended 31 March 2016 have been carried out in accordance with Regulation 6 of the Societies Regulations issued under the Societies Act (Chapter 311) and proper accounts and other records have been kept of the fund-raising appeal.

During the course of our audit, nothing has come to our attention that causes us to believe that:

- (a) The Charity did not comply with the requirements of Regulation 15 (fund-raising expenses) in the Charities (Institutions of a Public Character) Regulations; and
- (b) The donation monies have not been used in accordance with the objectives of the Charity as an institution of a public character.

K. S. NG & CO.
Public Accountants and
Chartered Accountants of Singapore

11 August 2016

INCOME & EXPENDITURE STATEMENT

For the financial year ended 31 March 2016

	Note	2016 SGD	2015 SGD
INCOME			
Unrestricted Fund		802,174	289,397
Restricted Funds			
Voluntary Income		1,482,408	1,060,823
Fund Generating Activities		5,000	6,000
Investment income		124	119
Rental income		-	-
Special Employment Credit		-	-
Wage Credit Scheme Payout		-	-
Other Income		-	-
		<u>1,487,532</u>	<u>1,066,942</u>
TOTAL INCOME	5	<u>2,289,706</u>	<u>1,356,339</u>
EXPENDITURE			
Unrestricted Funds			
Audit fee		2,000	2,000
Depreciation	8	27,515	27,264
Cost of Sponsored Activities		-	36,740
Cost of Fund Generating Activities		19,519	14,166
Governance Cost		308,315	291,751
		<u>357,349</u>	<u>371,921</u>
Restricted Funds			
Cost of Generating Voluntary Income		154,915	134,791
Cost of Fund Generating Activities		-	-
Cost of Sponsored Activities		-	-
Governance Cost		1,152,560	1,084,407
		<u>1,307,475</u>	<u>1,219,198</u>
TOTAL EXPENDITURE	5	<u>1,664,824</u>	<u>1,591,119</u>
Surplus (Deficits) Transferred to Accumulated Funds	5	<u>624,882</u>	<u>(234,780)</u>
Allocation of (Deficits) Surplus as Follows			
Unrestricted Funds		444,825	(82,524)
Restricted Funds		180,057	(152,256)
	5	<u>624,882</u>	<u>(234,780)</u>

The accompanying notes form an integral part of these financial statements.

STATEMENT OF FINANCIAL POSITION

As at 31 March 2016

	Note	2016 SGD	2015 SGD
ASSETS			
Non-Current Assets			
Property, Plant and Equipment	8	82,823	101,972
Total Non-Current Assets		82,823	101,972
Current Assets			
Trade and Other Receivables, Current	9	222,458	235,485
Prepayments		2,279	1,536
Cash and Cash Equivalents	10	1,385,844	804,891
Total Current Assets		1,610,581	1,041,912
Total Assets		1,693,404	1,143,884
FUNDS AND LIABILITIES			
Unrestricted Funds			
General Fund		533,785	9,226
Restricted Funds			
Volunteer After-Care Programme		396,842	318,951
Training & Research		154,017	81,235
Ex-Offender Assistance Scheme		122,501	105,992
Education Support Programme		39,431	33,551
Case Management		(142,752)	-
Financial Assistance Fund		1,322	1,244
Lee Foundation Education Assistance Scheme		98,790	64,265
Isaac Mannasseh Meyer Bursary		5,650	5,650
General Education Fund		34,651	24,891
MILK Back-to-School		89,095	63,445
Total Funds		1,333,332	708,450
Current liabilities			
Trade and Other Payables, Current	11	38,322	32,624
Deferred revenue	12	321,750	402,810
Total Current Liabilities		360,072	435,434
Total Liabilities		360,072	435,434
Total Funds and Liabilities		1,693,404	1,143,884

The accompanying notes form an integral part of these financial statements.

STATEMENT OF CHANGES IN ACCUMULATED FUND

For the financial year ended 31 March 2016

	Unrestricted Funds SGD	Restricted Funds SGD	Total SGD
2016			
Beginning of financial year	9,226	699,224	708,450
Transfer of funds	79,734	(79,734)	-
Surplus for the year	444,825	180,057	624,882
End of financial year	533,785	799,547	1,333,332
2015			
Beginning of financial year	41,224	902,006	943,230
Transfer of funds	50,526	(50,526)	-
(Deficit) for the year	(82,524)	(152,256)	(234,780)
End of financial year	9,226	699,224	708,450

The accompanying notes form an integral part of these financial statements.

STATEMENT OF CASH FLOWS

For the financial year ended 31 March 2016

	2016 SGD	2015 SGD
Surplus (Deficits) before Tax	624,882	(234,780)
Adjustments for		
Depreciation	27,515	27,264
Total adjustments	27,515	27,264
Operating cash flows before changes in working capital	652,397	(207,516)
Changes in working capital		
Grants/Income Receivables	13,027	(100,173)
Prepayments	(743)	(1,013)
Trade and other payables	5,698	(2,779)
Deferred revenue	(81,060)	282,310
Total changes in working capital	(63,078)	178,345
Cash Flows from (used in) operations	589,319	(29,171)
Net cash flows from (used in) operating activities	589,319	(29,171)
<u>Cash flows from investing activities</u>		
Purchase of property, plant & equipment	(8,366)	(18,029)
Net cash flows (used in) investing activities	(8,366)	(18,029)
<u>Cash flows from financing activities</u>		
Fixed deposit pledged	(48,860)	-
Net cash flows (used in) financing activities	(48,860)	-
Net increase (decrease) in cash and cash equivalents	532,093	(47,200)
Cash and cash equivalents		
Beginning balance	804,891	852,091
Ending Balance	1,336,984	804,891

The accompanying notes form an integral part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

1. Corporate Information

Singapore After-Care Association (SACA) is an Association incorporated and domiciled in Singapore.

The registered office and principal place of activities of Singapore After-Care Association is located at 81 Dunlop Street Singapore 209408.

The objectives of the Association are to provide for the welfare, rehabilitation and counselling services of discharged prisoners after their release.

2. Significant Accounting Policies

2.1 Basis of Preparation

These financial statements have been prepared in accordance with Singapore Financial Reporting Standards ("FRS"). The financial statements have been prepared under the historical cost convention, except as disclosed in the accounting policies below.

The financial statements are presented in Singapore Dollars.

2.2 Changes in Accounting Policies

The Association has adopted all the new and revised FRS and Interpretations of FRS ("INT FRS") that are mandatory for application for the financial year.

The adoption of these new or amended FRS did not result in substantial changes to the Association's accounting policies and had no material effect on the financial performance or position of the Association.

2.3 Standards Issued But Not Effective

A number of new standards, amendments to standards and interpretations are effective for annual periods beginning after the financial year, and have not been applied in preparing these financial statements. None of these are expected to have a significant effect on the financial statements of the Association.

The Association has not adopted the following FRS and INT FRS that have been issued but not yet effective.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

	Effective for annual periods beginning on or after
FRS 114 Regulatory Deferral Accounts	1 January 2016
Amendments to FRS 27: Equity Method in Separate Financial Statements	1 January 2016
Amendments to FRS 16 and FRS 38: Clarification of Acceptable Methods of Depreciation and Amortisation	1 January 2016
Amendments to FRS 16 and FRS 41: Agriculture: Bearer Plants	1 January 2016
Amendments to FRS 111: Accounting for Acquisitions of Interests in Joint Operations	1 January 2016
Amendments to FRS 110 and FRS 28: Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	1 January 2016
Improvements to FRSs (November 2014)	
(a) Amendments to FRS 105 Non-current Assets Held for Sale and Discontinued Operations	1 January 2016
(b) Amendments to FRS 107 Financial Instruments: Disclosures	1 January 2016
(c) Amendments to FRS 19 Employee Benefits	1 January 2016
(d) Amendments to FRS 34 Interim Financial Reporting	1 January 2016
FRS 115 Revenue from Contracts with Customers	1 January 2017
FRS 109 Financial Instruments	1 January 2018

The members of the management committee expect that the adoption of the FRS and INT FRS above will have no material impact on the financial statements in the period of initial application.

2.4 Property, Plant and Equipment

All items of property, plant and equipment are initially recorded at cost. Subsequent to recognition, property, plant and equipment other than freehold land and buildings are measured at cost less accumulated depreciation and any accumulated impairment losses.

Depreciation of an asset begins when it is available for use and is computed on a straight-line basis over the estimated useful life of the asset as follows:

Building	-	10 years
Furniture & fittings	-	10 years
Office equipment	-	10 years
Renovation	-	10 years
Computer & peripherals	-	3 years

The carrying values of property, plant and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

The residual value, useful life and depreciation method are reviewed at each financial year end, and adjusted prospectively, if appropriate.

An item of property, plant and equipment is de-recognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss on de-recognition of the asset is included in the income & expenditure statement in the year the asset is de-recognised.

2.5 Impairment of Non-Financial Assets

The Association assesses at each statement of financial position date whether this is an indication that an asset may be impaired. If any indication exists, or when an annual impairment testing for an asset is required, the Association makes an estimate of the asset's recoverable amount.

An asset's recoverable amount is the higher of an asset's or cash-generating unit's fair value less costs of disposal and its value in use and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or group of assets. Where the carrying amount of an asset or cash-generating unit exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. In assessing value in use, the estimated future cash flows expected to be generated by the assets are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value less costs of disposal, recent market transactions are taken into account, if available. If no such transactions can be identified, an appropriate valuation model is used.

Impairment losses of continuing operations are recognised in the income statement, except for assets that are previously revalued where the revaluation was taken to other comprehensive income. In this case, the impairment is also recognised in other comprehensive income up to the amount of any previous revaluation.

For assets that are previously revalued where the revaluation was taken to other comprehensive income, the impairment is recognised in other comprehensive income up to the amount of any previous revaluation.

For assets excluding goodwill, an assessment is made at each financial year end as to whether there is any indication that previously recognised impairment losses may no longer exist or may have decreased. If such indication exists, the Association estimates the asset's or cash-generating unit's recoverable amount. A previously recognised impairment loss is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. If that is the case, the carrying amount of the asset is increased to its recoverable amount. That increased amount cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised previously. Such reversal is recognised in the income statement, unless the asset is measured at revalued amount, in which the reversal is treated as a revaluation increase.

2.6 Financial Instruments**(a) Financial Assets****Initial recognition and measurement**

Financial assets are recognised when, and only when, the Association becomes a party to the contractual provisions of the financial instrument. The Association 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.

Subsequent measurement

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

Loans and receivables

Non-derivative financial assets with fixed or determinable payments that are not-quoted in an active market are classified as loans and receivables. Subsequent to initial recognition, loans and receivables are measured at amortised cost using the effective interest method, less impairment. Gains and losses are recognised in the income statement when the loans and receivables are de-recognised or impaired, and through the amortisation process.

De-recognition

A financial asset is derecognised when the contractual right to receive cash flows from the asset has expired. On de-recognition of a financial asset in its entirety, the difference between the carrying amount and the sum of the consideration received is recognised in the income & expenditure statement.

(b) Financial Liabilities**Initial recognition and measurement**

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

All financial liabilities are recognised initially at fair value plus in the case of financial liabilities not at fair value through profit or loss, directly attributable transaction cost.

Subsequent measurement

The measurement of financial liabilities depends on their classification as follows:

Financial liabilities at amortised cost

After initial recognition, financial liabilities that are not carried at fair value through profit or loss are subsequently measured at amortised cost using the effective interest rate method. Gains and losses are recognised in the income statement when the liabilities are de-recognised, and through the amortisation process.

De-recognition

A financial liability is de-recognised when the obligation under the liability is discharged, cancelled or expires. When an existing financial liabilities is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a de-recognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amounts is recognised in the income statement.

(c) 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.

2.7 Impairment of Financial Assets

The Association assesses at each reporting date whether there is any objective evidence that a financial asset is impaired.

(a) Financial assets carried at amortised cost

For financial assets carried at amortised cost, the Association first assesses whether objective evidence of impairment exists individually for financial assets that are individually significant, or collectively for financial assets that are not individually significant. If the Association determines that no objective evidence of impairment exists for an individually assessed financial asset, whether significant or not, it includes the asset in a group of financial assets with similar credit risk characteristics and collectively assesses them for impairment. Assets that are individually assessed for impairment and for which an impairment is, or continues to be recognised are not included in a collective assessment of impairment.

If there is objective evidence that an impairment loss on financial assets carried at amortised cost has been incurred, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows discounted at the financial asset's original effective interest rate. If a loan has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate. The carrying amount of the asset is reduced through the use of an allowance account. The impairment loss is recognised in the income & expenditure statement.

When the asset becomes uncollectible, the carrying amount of impaired financial asset is reduced directly or if an amount was charged to the allowance account, the amounts charged to the allowance account are written off against the carrying value of the financial asset.

To determine whether there is objective evidence that an impairment loss on financial assets has been incurred, the Association consider factors such as the probability of insolvency or significant financial difficulties of the debtor and default or significant delay in payments.

If in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the previously recognised impairment loss is reversed to the extent that the carrying amount of the asset does not exceed its amortised cost at the reversal date. The amount of reversal is recognised in the income & expenditure statement.

(b) Financial assets carried at cost

If there is objective evidence (such as significant adverse changes in the business environment where the issuer operates, probability of insolvency or significant financial difficulties of the issuer) that an impairment loss on financial assets carried at cost has been incurred, the amount of loss is measured as the difference between the asset's carrying amount and the present of estimated future cash flows discounted at the current market rate of return for a similar financial asset. Such impairment losses are not reversed in subsequent periods.

2.8 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 Association's cash management.

2.9 Government Grant

Government grants are recognised when there is reasonable assurance that the grant will be received and all attaching conditions will be complied with. Where the grant relates to an asset, the fair value is recognised as deferred capital grant on the statement of financial position and is amortised to income statement over the expected useful life of the relevant asset by equal annual instalments.

Where loans or similar assistance are provided by governments or related institutions with an interest rate below the current applicable market rate, the effect of this favourable interest is regarded as additional government grant.

2.10 Leases

The determination of whether an arrangement is, or contains a lease is based on the substance of the arrangement at inception date: whether fulfilment of the arrangement is dependent on the use of a specific asset or assets or the arrangement conveys a right to use the asset, even if that right is not explicitly specified in an arrangement.

For arrangements entered into prior to 1 January 2005, the date of inception is deemed to be 1 January 2005 in accordance with the transitional requirements of INT FRS 104.

(a) As lessee - Operating lease

Leases where substantially all risks and rewards incidental to ownership are retained by the lessors are classified as operating leases. Operating lease payments are recognised as an expense in income statement on a straight-line basis over the lease term. The aggregate benefit of incentives provided by the lessor is recognised as a reduction of rental expense over the lease term on a straight-line basis.

Contingent rents are recognised as an expense in the income & expenditure statement when

(b) As lessor - Operating lease

Leases where the Association retains substantially all risks and rewards incidental to ownership are classified as operating leases. Rental income from operating leases (net of any incentives given to the lessees) is recognised in the income & expenditure statement on a straight-line basis over the lease term.

Initial direct costs incurred by the Association in negotiating and arranging operating leases are added to the carrying amount of the leased assets and recognised as an expense in profit or loss over the lease term on the same basis as the lease income.

Contingent rents are recognised as an revenue in the income & expenditure statement when earned.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

2.11 Revenue

Income in respect of the following are recognised as follows:

- (a) Interest Income - recognised on an effective interest basis
- (b) Membership Subscription - subscription are accounted for as income in the year to which they relate
- (c) Programme Fee - actual basis over the duration of the programme
- (d) Rental Income - accounted for on a straight-line basis over the lease terms
- (e) Donations - upon receipt of donation
- (f) Grants - actual basis over the duration of the programme

2.12 Employee Benefits

Employee benefits are recognised as an expense, unless the cost qualifies to be capitalised as an asset.

Defined contribution plans

Defined contribution plans are post-employment benefit plans under which the Association pays fixed contribution into separate entities such as the Central Provident Fund on a mandatory, contractual or voluntary basis. The Association has no further payment obligations once the contributions have been paid.

The Association makes contributions to the state pension scheme, the Central Provident Fund (CPF), a defined contribution pension scheme. CPF contributions are recognised as compensation expense in the same period as the employment was performed.

2.13 Funds

Fund balances restricted by outside source are so indicated and are distinguished from unrestricted funds allocated to specific purposes if any action of the management. Externally restricted funds may only be utilised in accordance with the purposes established by the source of such funds or though the terms of an appeal and are in contrast with unrestricted fund over which management remains full control to use in achieving any of its institutional purposes. An expenses resulting from the operating activities of a fun that is charged to that fund. Common expenses if any are allocated on a reasonable basis to the funds base on a method most suitable to that common expenses.

2.14 Income Tax

No provision for taxation is necessary as the Association as an approved charitable institution and is exempted from tax.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

3. Critical Accounting Judgements, Estimates and Assumptions

There are no significant assumptions or estimates made at the financial year end that have a significant risk of resulting in a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

4. Employee Benefits Expense

	2016	2015
	SGD	SGD
Defined contribution plans	410,933	382,723
Salary, wages and bonus	906,930	865,383
Other short term benefits	41,555	39,131
	<u>1,359,418</u>	<u>1,287,237</u>

Finances

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

5. Detailed Financial Activities

Year 2016	Unrestricted Fund	Restricted Fund													Total Restricted Fund
	General Fund	Volunteer After-Care Programme	Training & Research	Case Management Framework Programme	Ex-Offender Assistance Scheme	Education Support Programme	Decentralised Case Management	Case Management	Financial Assistance Fund	Lee Foundation Education Scheme	Milk Back to School Allowance Programme	Isaac Mannasseh Meyer Bursary	General Education Fund		
	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD	
INCOME															
Voluntary income															
Prison Funding	-	87,593	-	-	-	-	34,734	502,350	-	-	-	-	-	-	624,677
Prison Funding - After - Care Professionalisation	-	-	189,160	-	-	-	-	-	-	-	-	-	-	-	189,160
NCSS Funding-Care & Share Matching Grant	557,354	-	-	-	-	-	-	-	-	-	-	-	-	-	-
NCSS Funding - VCF Grant	-	134	-	-	-	-	-	370	-	-	-	-	-	-	504
Score Funding	-	-	79,000	-	-	-	-	-	-	-	-	-	-	-	79,000
Yellow Ribbon Funding	-	-	-	-	50,000	-	-	-	1,256	-	-	-	-	-	51,256
Designed Project Donation															
Tax Deductible Donation															
Volunteer After - Care Programme Fund	-	95,000	-	-	-	-	-	-	-	-	-	-	-	-	95,000
CMF Funding	-	-	-	45,000	-	-	-	-	-	-	-	-	-	-	45,000
Education Support Program Funding	-	-	-	-	-	90,000	-	-	-	-	-	-	-	-	90,000
Lee Foundation Education assistance Scheme	-	-	-	-	-	-	-	-	-	80,000	-	-	-	-	80,000
Milk-Back to School Grant/Funding	-	-	-	-	-	-	-	-	-	-	47,810	-	-	-	47,810
General Education Fund - SACA A/C 2	-	-	-	-	-	-	-	-	-	-	-	-	10,000	-	10,000
General Donation	13,240	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Non - Tax Deductible Donation															
Volunteer After - Care Programme Fund	-	170,000	-	-	-	-	-	-	-	-	-	-	-	-	170,000
General Donation	30,498	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Singapor Telecom Subsidy	480	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total voluntary income	601,572	352,727	268,160	45,000	50,000	90,000	34,734	502,720	1,256	80,000	47,810	-	10,000	-	1,482,408
Fund Generating Activities															
Tax Deductible Donation															
Charity Film Premiere 15 - "Marvel's - AntMan"	90,231	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SACA Appreciation Nite Funding	-	5,000	-	-	-	-	-	-	-	-	-	-	-	-	5,000
Non - Tax Deductible Donation															
Charity Film Premiere	24,958	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Fund Generating Activities	115,189	5,000	-	-	-	-	-	-	-	-	-	-	-	-	5,000
Investment Income															
Interest Earned on Fixed Deposit/Autosave	124	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Investment Income - SACA - A/C 2	-	-	-	-	-	-	-	-	-	124	-	-	-	-	124
Total Investment Income	124	-	-	-	-	-	-	-	-	124	-	-	-	-	124
Other income															
Rental of Premises	6,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Membership Fees	220	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Special Employment Credit	2,757	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Wage Credit Scheme	71,498	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Temporary Employment Credit	4,814	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total other income	85,289	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL INCOME	802,174	357,727	268,160	45,000	50,000	90,000	34,734	502,720	1,256	80,124	47,810	-	10,000	-	1,487,532

Finances

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

5. Detailed Financial Activities

Year 2016	Unrestricted Fund	Restricted Fund													Total Restricted Fund
	General Fund	Volunteer After-Care Programme	Training & Research	Case Management Framework Programme	Ex-Offender Assistance Scheme	Education Support Programme	Decentralised Case Management	Case Management	Financial Assistance Fund	Lee Foundation Education Scheme	Milk Back to School Allowance Programme	Isaac Mannasseh Meyer Bursary	General Education		
	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD	
EXPENDITURE															
Costs of Generating Voluntary Income															
CM Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	984
Education Support Services	-	-	-	-	-	3,207	-	-	-	-	-	-	-	-	-
Milk-Back to School Allowance	-	-	-	-	-	-	-	-	-	-	-	-	-	-	22,160
General Education Fund Scheme	-	-	-	-	-	-	-	-	-	-	-	-	-	-	240
Lee Foundation Education Assistance Scheme	-	-	-	-	-	-	-	-	-	-	-	-	-	-	45,544
Aftercare Professionalisation Scheme	-	-	57,229	-	-	-	-	-	-	-	-	-	-	-	-
Financial Assistance Fund - Cash Aid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	6
YRF - Emergency Fund Disbursements	-	-	-	-	-	-	-	-	-	-	-	-	-	1,173	-
Holiday Programme	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,965
Volunteer Development & Recognition															
- VAP Expenses	-	4,453	-	-	-	-	-	-	-	-	-	-	-	-	-
- SACA Appreciation Nite	-	17,953	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Costs of generating voluntary income	-	22,406	57,229	-	-	3,207	-	2,949	1,179	45,544	22,160	-	240	-	154,915
Costs of Fund Generating Activities															
Charity Firm Premiere 15 - "Marvel's AntMan"	19,439	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Online Donation Portal Fees	80	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Costs of fund generating activities	19,519	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Governance Cost															
Advertising	207	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Audit fee	2,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bank Charges	1,845	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Miscellaneous-Bank Charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation	27,515	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Insurance	2,423	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Public Education & Awareness	4,430	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Printing of Annual Reports	7,650	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Professional and Legal Fee	1,130	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Repair & Replacement of Equipment															
- Maintenance of Land & Building	13,743	-	-	-	-	-	-	-	-	-	-	-	-	-	-
- Maintenance of Equipment	5,790	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rental of Equipment	6,329	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Supplies & Materials	3,444	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Salaries, Bonuses & CPF	233,315	246,354	132,453	-	31,440	77,160	-	597,141	-	-	-	-	-	-	1,084,548
Staff Welfare & Training															
- Staff Benefits	5,612	1,454	778	-	285	234	-	2,277	-	-	-	-	-	-	5,028
- Staff Training & Development	385	3,023	1,478	-	865	1,794	-	23,370	-	-	-	-	-	-	30,530
Subscription Fees	139	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Communications	7,929	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transport Expense	4,007	6,600	3,440	-	900	1,725	-	19,735	-	-	-	-	-	-	32,400
Utilities	9,937	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Governance Cost	337,830	257,431	138,149	-	33,490	80,913	-	642,523	-	54	-	-	-	-	1,152,560
TOTAL EXPENDITURE	357,349	279,837	195,378	-	33,490	84,120	-	645,472	1,179	45,598	22,160	-	240	-	1,307,475
Surplus / (deficit) during the year	444,825	77,890	72,782	45,000	16,510	5,880	34,734	(142,752)	77	34,526	25,650	-	9,760	-	180,057

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NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

5. Detailed Financial Activities

Year 2015	Unrestricted Fund		Restricted Fund											Total Restricted Fund
	General Fund	Volunteer After-Care Programme	Training & Research	Case Management Framework Programme	Ex-Offender Assistance Scheme	Case Management	Education Support Programme	Decentralised Case Management	Financial Assistance	Lee Foundation Education Scheme	Milk Back to School Allowance Programme	Isaac Mannasseh Meyer Bursary	General Education	
	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD	
INCOME														
Voluntary income														
Prison Funding	-	98,364	-	18,674	-	73,500	-	213,083	-	-	-	-	-	403,621
Prison Funding - After-Care Professionalism	-	-	143,700	-	-	-	-	-	-	-	-	-	-	143,700
NCCS Funding	-	-	-	62,589	-	-	-	-	-	-	-	-	-	62,589
NCCS Training-VCF Grant	-	-	-	196	-	-	-	-	-	-	-	-	-	196
NCCS Care & Share Matching Grant	42,697	-	-	-	-	-	-	-	-	-	-	-	-	-
Score Funding	-	-	-	240	-	-	-	240	-	-	-	-	-	480
Yellow Ribbon Funding	36,700	-	-	-	30,000	-	-	-	1,427	-	-	-	-	31,427
Designated Project Donation														
Tax Deductible Donations														
Volunteer After-Care Programme	-	96,000	-	-	-	-	-	-	-	-	-	-	-	96,000
Ex-Offender Assistance Scheme	-	-	-	-	30,000	-	-	-	-	-	-	-	-	30,000
Education Support Program Funding	-	-	-	-	-	-	90,000	-	-	-	-	-	-	90,000
Lee Foundation Education Assistance Scheme	-	-	-	-	-	-	-	-	-	80,000	-	-	-	80,000
General Donation	11,713	-	-	-	-	-	-	-	-	-	-	-	-	-
Singapor Telecom Subsidy	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Non - Tax Deductible Donations														
Volunteer After-Care Programme	-	75,000	-	-	-	-	-	-	-	-	-	-	-	75,000
Ex-Offender Assistance Scheme	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Education Support Program Funding	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Lee Foundation Education Assistance Scheme	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Milk-Back to School Fund	-	-	-	-	-	-	-	-	-	-	47,810	-	-	47,810
General Donation	1,504	-	-	-	-	-	-	-	-	-	-	-	-	-
Singapor Telecom Subsidy	481	-	-	-	-	-	-	-	-	-	-	-	-	-
Total voluntary income	93,095	269,364	143,700	81,699	60,000	73,500	90,000	213,323	1,427	80,000	47,810	-	-	1,060,823
Fund Generating Activities														
Tax Deductible Donations														
Charity Film Premiere	107,810	-	-	-	-	-	-	-	-	-	-	-	-	-
SACA Appreciation Nite Funding	-	6,000	-	-	-	-	-	-	-	-	-	-	-	6,000
Non - Tax Deductible Donations														
Charity Film Premiere	26,950	-	-	-	-	-	-	-	-	-	-	-	-	-
SACA Appreciation Nite Funding	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Fund Generating Activities	134,760	6,000	-	-	-	-	-	-	-	-	-	-	-	6,000

Finances

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

Investment Income

Interest on Fixed Deposit/Autosave	124	-	-	-	-	-	-	-	-	-	-	-	-	-
Investment Income-SACA-A/C 2	-	-	-	-	-	-	-	-	119	-	-	-	-	119
Total Investment Income	124	-	-	-	-	-	-	-	119	-	-	-	-	119

Other income

Rental of Premises	6,000	-	-	-	-	-	-	-	-	-	-	-	-	-
Membership Fees	120	-	-	-	-	-	-	-	-	-	-	-	-	-
Special Employment Credit	2,004	-	-	-	-	-	-	-	-	-	-	-	-	-
Wage Credit Scheme	53,294	-	-	-	-	-	-	-	-	-	-	-	-	-
Total other income	61,418	-	-	-	-	-	-	-	-	-	-	-	-	-

TOTAL INCOME

289,397	275,364	143,700	81,699	60,000	73,500	90,000	213,323	1,427	80,119	47,810	-	-	-	1,066,942
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The total tax deductible donations received from 1 April 2014 to 31 March 2015 by Singapore After-Care Association amounted to \$686,523, out of which \$355,000 is recognised as deferred revenue in Note 12. The amount of \$90,000 for Education Support Programme is deferred revenue from prior year recognised in current year financial statements.

Finances

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

5. Detailed Financial Activities

Year 2015	Unrestricted Fund	Restricted Fund											Total Restricted Fund	
	General Fund	Volunteer After-Care Programme	Training & Research	Case Management Framework Programme	Ex-Offender Assistance Scheme	Case Management	Education Support Programme	Decentralised Case Management	Financial Assistance	Lee Foundation Education Scheme	Milk Back to School Allowance Programme	Isaac Mannasseh Meyer Bursary		General Education
EXPENDITURE														
Costs of Generating Voluntary Income														
CMFP Expenses	-	-	-	127	-	-	-	-	-	-	-	-	127	
DCM Expenses	-	-	-	-	-	-	859	-	-	-	-	-	859	
Education Support Services	-	-	-	-	-	3,832	-	-	-	-	-	-	3,832	
Milk-Back to School Allowance	-	-	-	-	-	-	-	-	-	25,900	-	-	25,900	
General Education Fund Scheme	-	-	-	-	-	-	-	-	-	-	-	947	947	
Lee Foundation Education Assistance Scheme	-	-	-	-	-	-	-	-	41,938	-	-	-	41,938	
Aftercare Professionalisation Scheme	-	-	36,414	-	-	-	-	-	-	-	-	-	36,414	
Specific Assistance to client	-	-	-	-	-	-	-	89	-	-	-	-	89	
YRF - Emergency Fund Disbursements	-	-	-	-	-	-	-	1,443	-	-	-	-	1,443	
Holiday Programme	-	-	-	3,201	-	-	-	-	-	-	-	-	3,201	
NYP Musical 2015 Event	36,740	-	-	-	-	-	-	-	-	-	-	-	-	
Volunteer Development & Recognition	-	20,041	-	-	-	-	-	-	-	-	-	-	20,041	
Total Costs of generating voluntary income	36,740	20,041	36,414	3,328	-	3,832	859	1,532	41,938	25,900	-	947	134,791	
Costs of Fund Generating Activities														
Charity Firm Premiere	13,930	-	-	-	-	-	-	-	-	-	-	-	-	
Online Donation Portal Fees	236	-	-	-	-	-	-	-	-	-	-	-	-	
Total Costs of fund generating activities	14,166	-	-	-	-	-	-	-	-	-	-	-	-	
Governance Cost														
Audit fee	2,000	-	-	-	-	-	-	-	-	-	-	-	-	
Bank Charges	1,057	-	-	-	-	-	-	-	-	-	-	-	-	
Miscellaneous-Bank Charges	-	-	-	-	-	-	-	-	114	-	-	-	114	
Depreciation	27,264	-	-	-	-	-	-	-	-	-	-	-	-	
Insurance	2,145	-	-	-	-	-	-	-	-	-	-	-	-	
Public Education & Awareness	3,985	-	-	-	-	-	-	-	-	-	-	-	-	
Printing of Annual Reports	5,700	-	-	-	-	-	-	-	-	-	-	-	-	
Professional and Legal Fee	-	-	-	-	-	-	-	-	-	-	-	-	-	
Repair & Replacement of Equipment	15,914	-	-	-	-	-	-	-	-	-	-	-	-	
Rental of Equipment	5,957	-	-	-	-	-	-	-	-	-	-	-	-	
Supplies & Materials	2,882	-	-	-	-	-	-	-	-	-	-	-	-	
Salaries, Bonuses & CPF	230,600	148,904	132,133	192,979	70,593	130,781	52,750	289,366	-	-	-	-	1,017,506	
Staff Welfare & Training	3,899	2,261	3,605	9,166	500	9,495	1,086	9,119	-	-	-	-	35,232	
Subscription Fees	139	-	-	-	-	-	-	-	-	-	-	-	-	
Communications	3,530	-	-	-	-	-	-	-	-	-	-	-	-	
Transport Expense	4,763	3,980	3,221	6,359	1,800	4,950	1,425	9,820	-	-	-	-	31,555	
Utilities	11,180	-	-	-	-	-	-	-	-	-	-	-	-	
Total Governance Cost	321,015	155,145	138,959	208,504	72,893	145,226	55,261	308,305	-	114	-	-	1,084,407	
TOTAL EXPENDITURE	371,921	175,186	175,373	211,832	72,893	145,226	59,093	309,164	1,532	42,052	25,900	-	947	1,219,198
Surplus / (deficit) during the year	(82,524)	100,178	(31,673)	(130,133)	(12,893)	(71,726)	30,907	(95,841)	(105)	38,067	21,910	-	(947)	(152,256)

Finances

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

6. Detailed Changes of Funds

Year 2016	Unrestricted Fund	Restricted Fund											Total Restricted Fund		
	General Fund	Volunteer After-Care Programme	Training & Research	Case Management Framework Programme	Ex-Offender Assistance Scheme	Case Management	Education Support Programme	Decentralised Case Management	Community Befriending Programme	Financial Assistance	Lee Foundation Education Scheme	Milk Back to School Allowance Programme		Isaac Mannasseh Meyer Bursary	General Education
Balance as at beginning of financial year	9,226	318,951	81,235	-	105,992	-	33,551	-	-	1,244	64,265	63,445	5,650	24,891	699,224
Transfer of funds	79,734	-	-	(45,000)	-	-	-	(34,734)	-	-	-	-	-	-	(79,734)
Surplus/ (deficit) for the year	444,825	77,891	72,782	45,000	16,509	(142,752)	5,880	34,734	-	78	34,525	25,650	-	9,760	180,057
Balance as at End of financial year	533,785	396,842	154,017	-	122,501	(142,752)	39,431	-	-	1,322	98,790	89,095	5,650	34,651	799,547
Year 2015															
Balance as at beginning of financial year	41,224	218,773	112,908	210,932	118,885	-	2,644	-	137,294	1,349	26,198	41,535	5,650	25,838	902,006
Transfer of funds	50,526	-	-	(80,799)	-	71,726	-	95,841	(137,294)	-	-	-	-	-	(50,526)
Surplus/ (deficit) for the year	(82,524)	100,178	(31,673)	(130,133)	(12,893)	(71,726)	30,907	(95,841)	-	(105)	38,067	21,910	-	(947)	(152,256)
Balance as at End of financial year	9,226	318,951	81,235	-	105,992	-	33,551	-	-	1,244	64,265	63,445	5,650	24,891	699,224

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

7. Income Tax Expenses

Reconciliation of tax expense and accounting profit

The tax expense on profit differs from the amount that would arise using the Singapore Standard rate of income tax as explained below.

	2016 SGD	2015 SGD
Surplus (Deficits) before Tax	624,882	(234,780)
Tax at applicable tax rate of 17% (2015:17%)	106,230	(39,913)
Tax effect of :		
- (Non-taxable income) Non-deductible expense	(106,230)	39,913
	<u>-</u>	<u>-</u>

The Association is an approved charitable institution and is exempted from tax.

8. Property, Plant and Equipment

	Buildings SGD	Furniture and fittings SGD	Office Equipment SGD	Renovation SGD	Total SGD
Cost					
2015					
Beginning of financial year	109,408	103,389	32,942	237,749	483,488
Additions	-	1,187	16,842	-	18,029
Written off	-	(44,060)	(21,283)	(222,038)	(287,381)
End of financial year	<u>109,408</u>	<u>60,516</u>	<u>28,501</u>	<u>15,711</u>	<u>214,136</u>
2016					
Beginning of financial year	109,408	60,516	28,501	15,711	214,136
Additions	-	7,298	1,068	-	8,366
End of financial year	<u>109,408</u>	<u>67,814</u>	<u>29,569</u>	<u>15,711</u>	<u>222,502</u>
Accumulated Depreciation					
2015					
Beginning of financial year	60,173	53,967	27,636	230,505	372,281
Depreciation	12,309	6,052	7,333	1,570	27,264
Written off	-	(44,060)	(21,283)	(222,038)	(287,381)
End of financial year	<u>72,482</u>	<u>15,959</u>	<u>13,686</u>	<u>10,037</u>	<u>112,164</u>
2016					
Beginning of financial year	72,482	15,959	13,686	10,037	112,164
Depreciation	12,309	6,768	6,867	1,571	27,515
End of financial year	<u>84,791</u>	<u>22,727</u>	<u>20,553</u>	<u>11,608</u>	<u>139,679</u>

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

Net carrying amount at end of financial year

2015	36,926	44,557	14,815	5,674	101,972
2016	<u>24,617</u>	<u>45,087</u>	<u>9,016</u>	<u>4,103</u>	<u>82,823</u>

9. Grants / Income and Other Receivables, Current

	2016 SGD	2015 SGD
Grants / Income Receivables, Current	221,238	233,465
	<u>221,238</u>	<u>233,465</u>
Deposits	1,220	2,020
	<u>222,458</u>	<u>235,485</u>

10. Cash and Cash Equivalents

	2016 SGD	2015 SGD
Cash at bank and on hand	1,336,984	804,891
Bank deposits pledged	48,860	-
	<u>1,385,844</u>	<u>804,891</u>

Cash at bank earns interest at floating rates based on daily bank deposit rates.

Fixed deposit is made for periods of 2 years and earn interests at the respective deposit rate. Interest on bank deposit is 0.55% per annum.

For the purpose of cash flow statements, cash and cash equivalents comprise of the following:

	2016 SGD	2015 SGD
Cash at bank and on hand	1,385,844	804,891
Less: Bank deposits pledged	(48,860)	-
Cash and Cash Equivalents	<u>1,336,984</u>	<u>804,891</u>

The fixed deposits were pledged to the bank as securities for banking facilities.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

11. Trade and Other Payables, Current

	2016	2015
	SGD	SGD
Accrued operating expenses	38,322	32,624

12. Deferred revenue

	2016	2015
	SGD	SGD
Beginning of financial year	402,810	120,500
Deferred during the year	321,750	402,810
Recognised in the income & expenditure statement	(402,810)	(120,500)
End of financial year	321,750	402,810

13. Commitments

Operating lease commitments - as a Lessee

Future minimum rental payable under non-cancellable operating leases at end of the financial year are as follows:

	2016	2015
	SGD	SGD
Within one year	4,178	144
Between one to five years	-	432
	4,178	576

Operating lease commitments - as a Lessor

Future minimum rental receivable under non-cancellable operating leases at the end of the financial year date are as follows:

	2016	2015
	SGD	SGD
Within one year	6,000	6,000
Between one to five years	6,500	18,500
	12,500	24,500

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

14. Key Management Personnel

For the purpose of these financial statements, parties are considered to be related to the association if the association has the ability, directly or indirectly, to control the party or exercise significant influence over the party in making financial and operating decisions, or vice versa, or where the association and the party are subjected to common control or common significant influence. Related parties may be individuals or other entities.

Key management personnel of the association are those persons having the authority and responsibility for planning, directing and controlling the activities of the association. The board of management and the senior management officers are considered as key management personnel of the association.

Compensation of key management personnel

	2016	2015
	SGD	SGD
Salaries and bonuses	374,886	363,750
Central Provident Fund contributions	56,357	52,281
Other short term benefits	8,175	8,171
	439,418	424,202

Number of key management in remunerations bands:

	2016	2015
	SGD	SGD
S\$50,001 to S\$100,000	4	4
Below or equal to S\$50,000	2	2
	6	6

15. Financial Instruments by Category

The carrying amount of the different categories of financial instruments is as follows:

	2016	2015
	SGD	SGD
Trade and Other Receivables, Current	222,458	235,485
Cash and Cash Equivalents	1,385,844	804,891
Total loans and receivables	1,608,302	1,040,376
Trade and Other Payables, Current	38,322	32,624
Total financial liabilities carried at amortised cost	38,322	32,624

16. Fair Value of Assets and Liabilities

Fair value of financial instruments that are carried at fair value

There are no financial instruments carried at fair value.

Fair value of financial instruments that are not carried at fair value and whose carrying amount are not reasonable approximation of fair value.

There are no financial instruments not carried at fair value and whose carrying amount are not approximation of fair value.

17. Financial Risk Management

17.1 Objectives and Policies

The Association is exposed to financial risks arising from its operations and the use of financial instruments. The key financial risks include credit risk and liquidity risk. The Association is not subject to any foreign currency risk, interest rate risk and market price risk. The board of directors reviews and agrees the policies and procedures for the management of these risks which are executed by the Accountant. It is, and has been throughout the current and previous financial year, the Association's policy that no derivatives shall be undertaken except for the use as hedging instruments where appropriate and cost efficient. The Association do not apply hedge accounting.

The following sections provide details regarding the Association's exposure to the above mentioned financial risks and the objectives, policies and processes for the management of these risks.

There has been no change to the Association's exposure to these financial risks or the manner in which it manages and measures the risks.

17.2 Credit risk

Credit risk is the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Association. The Association's exposure to credit risk arises primarily from trade and other receivables.

The Association's objective is to seek continual revenue growth while minimising losses incurred due to increased credit risk exposure.

Exposure to credit risk

At the end of the financial year, the Association's maximum exposure to credit risk is represented by the carrying amount of each class of financial assets recognised in the statement of financial statements.

Financial assets that are neither past due nor impaired

Bank deposits that are neither past due nor impaired are mainly deposits with banks with high credit-ratings assigned by international credit-rating agencies.

Financial assets that are either past due or impaired

All financial assets are current as at the end of the financial year.

No financial assets are impaired during the financial year or as at the end of the financial year.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

17.3 Liquidity Risk

Liquidity risk is the risk that the Association will encounter difficulty in meeting financial obligations due to shortage of funds. The Association's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities. The Association's objective is to maintain a balance between continuity of funding and flexibility.

To manage liquidity risk, the Association monitors its net operating cash flow by reviewing its working capital requirements regularly, and maintains an adequate level of cash and cash equivalents. At the end of the financial year, assets held by the Association for managing liquidity risk included cash and short-term deposits.

Analysis of financial instruments by remaining contractual maturities

All financial liabilities are due within one year and the contractual cash flows equals the carrying amount.

17.4 Foreign Currency Risk

The Association is not subjected to any foreign currency risk as all financial assets and financial liabilities are denominated in SGD.

17.5 Interest rate risk

The Association is not exposed to any interest rate risk as the Association does not have any interest rate sensitive financial assets or liabilities.

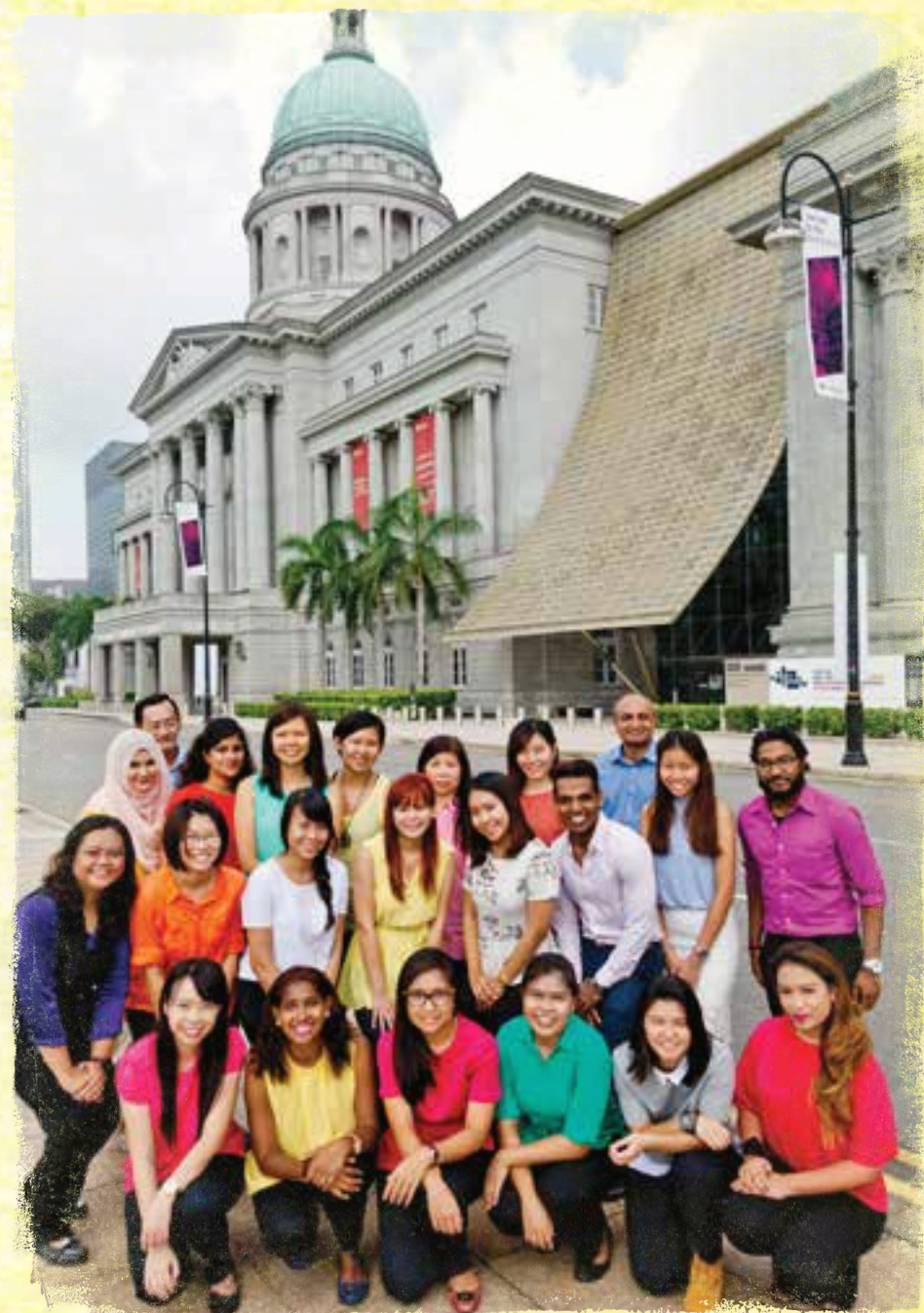
17.6 Market Price Risk

The Association is not exposed to any market price risk as the Association does not have any market price sensitive financial assets or liabilities.

18. Authorisation of Financial Statements for issue

The financial statements of Singapore After-Care Association (UEN: S61SS0083L) for the financial year ended 31 March 2016 were authorised for issue in accordance with a resolution of management committee on 11 August 2016.







Singapore After-Care Association

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SACA



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“Looking back, moving forward”

A wise man once said
*“Without knowledge of
the past, there is no
future”* – here’s hoping
that the past 60 years
will help make SACA an
even more effective
change agent for the
ex-offender clients and
the aftercare sector for
decades to come!

*“If you want to move forward,
often look back; otherwise, you’ll forget where
you came from and where you need to go.”*

- Anonymous