



SINGAPORE AFTER-CARE ASSOCIATION

ANNUAL REPORT 2016 / 2017



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.

PREFACE

LOOKING BACK, MOVING FORWARD

“ Each of us puts in one little stone, and then you get a great mosaic at the end. ”

- Alice Paul



This year marks a significant milestone for SACA: our 60th anniversary! The Association has reminisced fondly while recommitting itself to the cause that we so strongly believe in: walking alongside ex-offenders on their journey to make good in society and attain a fresh start in life after release.

Mosaic art works that tell moving stories through piecing together a variety of coloured glass, stone, and other materials resonate with us this year. On its own, an odd-shaped tile might be overlooked; paired with other irregularly shaped elements and colours, however, they start to make sense. Following the devastating 2011 earthquake in Christchurch, New Zealand, residents gathered broken China pieces from households to create a mosaic chair, which doubled as a tribute to the damages and lives lost during the earthquake, and to the perseverance and neighbourliness that shone through trying times. Closer to home, Singaporean mosaic artist Nanette Zehnder engaged the help of over a thousand participants from schools and volunteer organisations to painstakingly create a mosaic wall mural at the Hort Park.

The Association sees a parallel between the process involved in creating mosaics and the journey of reintegrating lives, both of which work towards forming an intricately interconnected picture. It began 60 years ago, with the Association's founders laying

the groundwork for what SACA is today. 60 years on, working closely with agency partners, donors, volunteers, and clients, we have gradually filled in parts of the picture our founders had envisioned: a society that accepts that people make mistakes and provides second chances for those who have stumbled, creating a sense of belonging for all provided they are willing to contribute to the greater good.

In creating a vibrant whole out of individually shaped elements, mosaic pieces remind us to look beyond our differences and come together for a common cause, encouraging a society that cultivates compassion and understanding. There is potential for them to thrive and rewrite their stories should society be willing to offer them a chance to do so.

Grace Lee Boggs, American philosopher and social activist, once said that change takes place from within, from many local actions occurring simultaneously. SACA envisions the journey of reintegrating lives to be ongoing, and we hope to spur others to join us in working towards the cause of second chances and acceptance, with each small gesture enhancing the tapestry of our society.

PATRON

The Honourable The Chief Justice Sundaresh Menon

EXECUTIVE COMMITTEE 2016/2017

Chairman	Mr Jeffrey E S Beh
Vice-Chairman	Mr Lakshmanan s/o Seenivasakan
Hon Secretary	Ms Jennifer Marie
Asst Hon Secretary	Mr Roy Neighbour
Hon Treasurer	Mr Ong Hian Sun
Asst Hon Treasurer	Mr Masadi Masdawi

Members

Mr Joseph Chia Hock Song
Assoc Prof Teng Su Ching
Assoc Prof Hyekyung Choo
Mr K Achuthappa
Mr Chow Chee Kin

REPRESENTATIVES FROM MINISTRIES

Singapore Prison Service Ms Serena Lim

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 Jessie Wong Mr K Achuthappa 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 Ms Seet Chor Hoon Mr Tee Kai Peng 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 2016/2017.

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.

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CHAIRMAN'S MESSAGE

2016 was a hectic but significant year for the Association as it celebrated its Diamond Anniversary. This was only made possible due to the fact that, 60 years ago, a group of like-minded men believing in the intrinsic goodness of the individual and thus the need to give lawbreakers the chance to start afresh came together under the leadership of the Chief Justice, Sir Alan Rose, to establish the Singapore After-Care Association.

In 1959 the Crown granted a plot of land in Dunlop Street for the building of a hostel to house the discharged offenders who had no home to return to upon release. In 1960 the Association's premises at 81 Dunlop Street was completed and SACA was formally registered as a society in March 1961.

Perhaps nothing better illustrates the vastly different circumstances the Association finds itself in presently as compared to when it was established than the financial realities of the two periods. In 1960 it cost the Association \$40,000 to construct the three-storey building it now calls home. The original thirty year lease for the land it occupies as well as the first extension obtained in 1988 were both secured at a cost of a mere thirty dollars each. By comparison, last year the organisation paid in excess of half a million dollars to extend the lease for another thirty years!

That said, the Executive Committee and I are particularly pleased that we have been able to secure SACA's home for the next thirty years – no mean feat in land-scarce Singapore where this precious resource is priced at such a premium. To this end we must thank the Care & Share Movement and the Stephen Riady Foundation and other generous donors this past year that made it possible for us to raise this considerable sum.

SACA has come a long way since its formation in 1956. Over time, its target group has expanded to include the families of offenders. Since 2010 the Association has, in partnership with Prisons and the CARE Network, embarked on a learning journey which has not only benefitted SACA but, we humbly believe, the aftercare sector as well. For it was seven years ago that the Association and Prisons took the first

steps in establishing a customised training route map for both the volunteers and professionals who dedicate their time and effort to inmates and ex-offenders trying to make good. This has been complimented by the Association's foray into the area of research in 2014 with the support of the CARE Network. Over the past three years the research projects undertaken focus on the current challenges and gaps in the sector and are closely aligned to the areas and aspects that the Network has been focusing its efforts on.

While SACA can take a good measure of satisfaction from its evolution and contributions over the past six decades, it is crucial to fully appreciate the fact that the nature and scale of the challenges faced in the aftercare arena have also increased steadily over this time. The vastly different nature of the financial realities, then and now, was alluded to earlier. Indeed fundraising has and, in all probability, will always continue to be a major challenge for SACA.

The other major challenge is in the ever growing complexity of the issues faced by the clients and families that SACA assists. For instance, there has been, particularly in the past year and a half, an increasing trend of clients presenting the co-occurring challenge of not just overcoming drug or alcohol addiction but also having experienced trauma in the past which impedes their rehabilitation.

Despite the challenges faced, SACA is undaunted in its continuing efforts to find new and innovative ways to help discharged offenders and their families get back on their feet. To this end the Association has this past year collaborated with the Community Courts in launching the Court-directed Pre-Sentence Protocol (CPSP). CPSP functions as a problem-solving sentencing

option. Instead of passing sentence immediately, the Community Courts will give directions for selected offenders to undergo treatment, receive counselling, take medication, and/or voluntarily undergo residential or structured programmes offered by SACA and other VWOs for six months. SACA is committed to this and other initiatives which allow it to move upstream and engage prospective clients as early as possible to increase the chances of successfully reintegrating lives.

SACA's evolution over the years would not have been possible without the support of our valued partners. Foremost amongst them is the Singapore Prison Service for their backing and assistance particularly since the turn of the century. The Lee Foundation and SCORE have also been of great help over the years.

The last 60 years of the Association have been eventful. The coming decades pose significant challenges but, as is often the case, are also full of opportunities for furthering the work of helping ex-offenders regain their rightful place in the community. I am confident that the SACA management, staff, and volunteers will continue to give their best to achieve this.

JEFFREY BEH
Chairman

SINGAPORE AFTER-CARE ASSOCIATION

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



LIST OF DONORS (INDIVIDUALS) APRIL 2016 TO MARCH 2017

01	Achuthappa s/o Kothandaraman	25	Kamala Ponnampalam	52	Seah Chi Ling
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03	AP Narayanan Ganapathy	27	Koh Eng Meng	54	Shekaran s/o K Krishnan
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05	Bala Reddy	29	Lee May Fen Frances	56	Siti Rohana Binte Hamson
06	BunFajeyaprakash	30	Lee Seiu Kin	57	Soh Boon Leng Kessler
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19	Graham Richard Dare	43	Paul Gelardi	70	Tay Chong Hai
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		50	Sai Ram Nilgiri	77	Wong Peck
		51	Satish s/o Appoo	78	Wong YunJie Cindy



79 Dr Yap Eng Huat
80 Yap Gui Yong
81 Yeo Khee Eng

LIST OF DONORS (ORGANISATIONS) APRIL 2016 TO MARCH 2017

01	ADDP Architects LLP	23	National Volunteer & Philanthropy Centre
02	Arulmigu Velmurugan Gnana Muneeswarar Temple	24	OAC Consultants LLP
03	Asia Tunnelling & Construction Pte Ltd	25	President's Challenge 2015
04	Bethany Emmanuel Church	26	Progress Galvanizing Pte Ltd
05	Boo Han Holdings Pte Ltd	27	PSA International Pte Ltd
06	Capital Development Pte Ltd	28	SCORE
07	Certis CISCO Security Pte Ltd	29	Shook Lin & Bok LLP
08	Chettiars' Temple Society (Sri Layan Sithi Vinayagar Temple)	30	Singapore Press Holdings Limited
09	Comfort Delgro Corporation Ltd	31	Sree Ramar Temple
10	Darma Muneeswaran Temple Society	32	Sri Kishnan Temple
11	EJM & Co Pte Ltd	33	Sri Ruthra Kaliamman Temple
12	Forum Architects Pte Ltd	34	Sri Siva Durga Temple
13	Hindu Endowments Board	35	Straits Law Practice LLC
14	Hong Leong Foundation	36	SymAsia Singapore Fund
15	Hougang Assembly of God Church	37	Tampines Chinese Temple
16	Isaac Manasseh Meyer Trust Fund	38	The Community Foundation of Singapore
17	Jurong Port Pte Ltd	39	The Rightway Corporation Pte Ltd
18	Kwan Im Thong Hood Cho Temple	40	The Silent Foundation Ltd
19	Lee Foundation Singapore	41	Vimalakirti Buddhist Centre
20	Little India Shopkeepers & Heritage Association	42	Yellow Ribbon Fund
21	MGI N Rajan Associates		
22	Muneeswaran Temple Society		



ONE THING ABOUT SACA THAT INSPIRES...



The vision and mission of the organisation really resonates with me. I feel that I can really contribute to the organisation and do good work here.

– **Kristine Lim,**
Case Manager



In SACA, I can see the sincerity of each counsellor and the passion for their work - it becomes especially obvious when I see the smiles and laughter of each client. Though they come here nervous, our staff never fail to bring that smile on their face and always welcome clients for a chat should they need it.

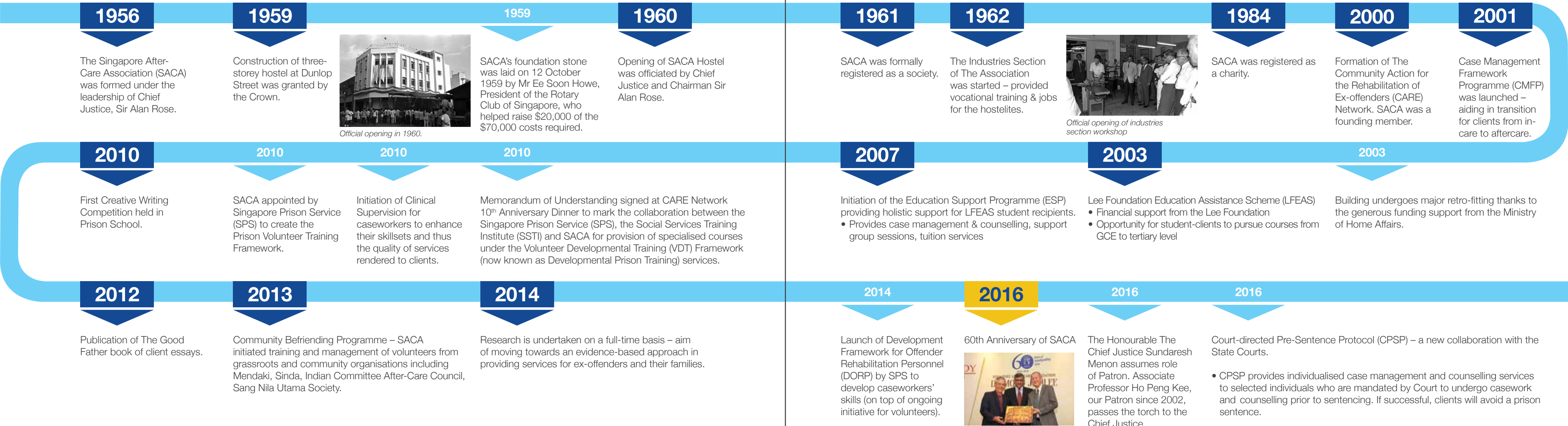
– **Siti Mulyana Binte Abdul Rahman,**
Assistant Case Manager



MILESTONES



OUR JOURNEY OVER 6 DECADES



CHUA BOON TEE – 42 YEARS OF DEDICATION AND LOVE



It is common knowledge that one can only do one's life's work with love, passion and compassion. In SACA, one person clearly stands out with the dedication he has displayed over the years – joining SACA in March 1975 as a young man with parental pressures to leave an enforcement position at the Singapore Customs, to the knowledgeable father figure everyone in the office has come to love and admire. Chua Boon Tee dedicated 42 years of his life, helping not only ex-offenders stay on the right path as an After-care Officer, but also younger colleagues who look to him for guidance as they embark on their own journey in this profession.

In 2017, we said goodbye to his constant and calming presence in the office, but true to his dedicated nature, he continues to spend his time imparting knowledge to new Prison and grassroots volunteers in Basic Prison Training and YRCP (Basic) training respectively.

As the Association celebrates our 60th anniversary, it is only fitting that we also celebrate dedication and hard work of a man who has become a trusted companion, and a role model.

Growth and Changes in the Rehabilitation Landscape: Chua's Seen it All

Heralding a mix of old school wisdom and new world expertise, Chua had seen rehabilitation work evolve, both within the correctional system and without, where acceptance and involvement from general society grew in the form of more participation from employers. Chua fondly remembers days in the office where he had

to make cold calls to employers to enquire about jobs for his clients. He had also witnessed positive changes in Government policies that paved the way for greater acceptance of ex-offenders, and the rise in trends that complicates the work that he did: the increase in use of synthetic drugs.

Within SACA, Chua was actively involved in new programmes and initiatives. As one who was always seeking new challenges, some of the programmes that Chua was involved in included the Homecoming and Rebuilding Lives Programme in 2009, where he conducted workshops for well-behaved inmates released earlier on electronic tagging, the Initiatives for Incarcerated Mothers and their Children (IIMAC) programme where the focus of care shifts to children and caregivers, and the recent Court-directed Pre-Sentence Protocol (CPSP) where a more rehabilitative approach to sentencing sees offenders undergoing treatment and residential programmes before a sentence is meted out.

A timeline of Chua's involvement in programmes as an After-care Officer reflects accurately the changes in the rehabilitation needs of clients, and the changes in approach professionals take in managing this special group of people. Chua has seen it all. Now, he is delighted that SACA has taken a new direction in its work to guide ex-offenders: through research. He opines that exploring the current realities of clients is important in ensuring programmes and policies effectively meet their needs.

The Secret to His Longevity

Having experienced the tides of the profession and its ocean of challenges, one would wonder how Chua continues to keep his passion afloat. With a fond smile, he explained, "It's the little things, like my clients coming back to me...that makes me really happy. I have clients that I have helped, and [because they are now doing so

well], they want to pay it forward. They come to me and ask if there are any programmes where they can help."

The demands and expectations of the job can wear professionals down, but Chua has found ways to accept the realities of the profession. While it is important to help others, he also ensured he knew his limits and boundaries, an important aspect of the work that he wants younger professionals to know. "Of course, there are thousands of ex-offenders and I cannot save everybody. But Prisons has this old saying about the starfish. I cannot possibly save everybody but if I can help one, it's good enough."

A Father Figure

Chua has definitely helped more than just one person in his life. Not only has he impacted the lives of his clients, but colleagues will always recall with fondness the advice and guidance he has given them. After all, one is not given the title of the father of SACA lightly. And he regards them with as much love and fondness. When asked what he will miss most about SACA, he replied, "To be frank, I miss my colleagues, even though they are all very young. That's why my wife always teased me, "You feel young when you go back to office right?" I tell her that I am surrounded by young people and most of them qualify to be my daughters and my sons!"

"I'm someone who would always tell my colleagues: don't stay [at one spot], upgrade yourself because there's always new things to learn," Chua shared, displaying his years of experience, wisdom and love for the work he did.

As we look back at Chua's time here in SACA, we also look forward to learning from him and emulating his attitude towards rehabilitating offenders and creating positive changes in the lives around us. You will always be in our hearts and minds, Chua, and the Association is eternally grateful for your contributions.

Wise Words to Live By



A PRINCIPLE I LIVE BY...



When life throws you lemons, you make lemonade. I live by the Never Give Up attitude.

- **Dawn Yet Han Jie,**
Senior Social Worker



My principle in life is to strive at being the best version of yourself. I live by this principle because I feel like everyone has to give him or herself an opportunity to reach their fullest potential. The keyword is to try.

- **Khairunnisa Binte Mohd Nasir,**
Case Manager

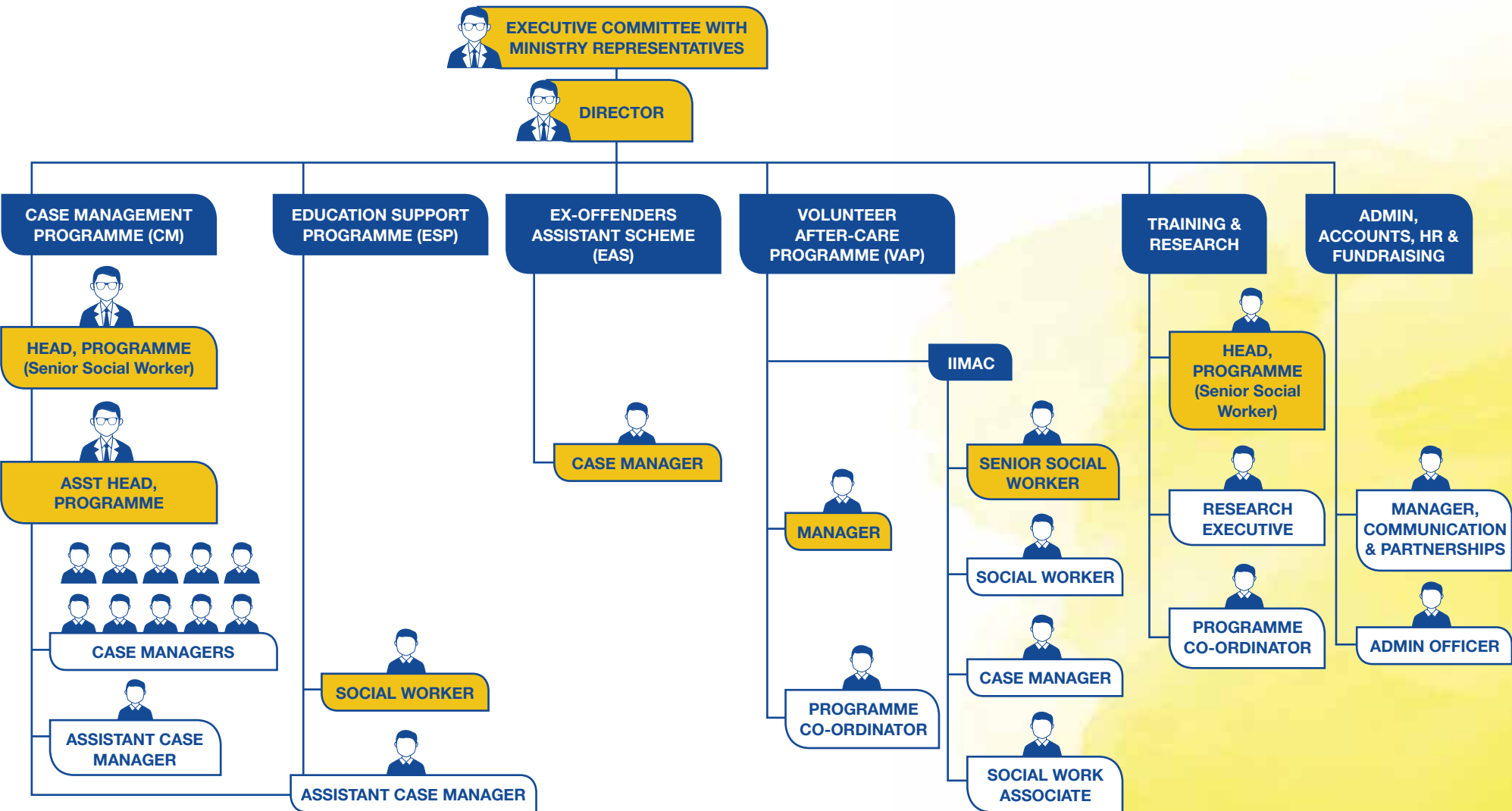


OUR
PEOPLE,
OUR
STRENGTH



ORGANISATIONAL & PROGRAMME CHART

FY 2016/2017



THE TEAM

Back Row (Left To Right)

Yeo Jia Ying (Research Executive), **Khairunnisa Binte Mohd Nasir** (Case Manager), **Prem Kumar** (Director), **Li Zihui Kylie** (Case Manager), **Lee Jia Ling Michelle** (Case Manager), **Evina Binte Subani** (Social Worker), **Yet Han Jie** (Senior Social Worker), **Anita Velar** (Case Manager), **Jess Choo** (Admin Officer), **Nuraishah Binte Sa'ip** (Social Work Associate), **Siti Hairin Binte Mohd Rahman** (Case Manager)

Middle Row (Left To Right)

Noraishikin Binte Ismail (Manager, Volunteer Programme), **Lim Ji Lian Kristine** (Case Manager), **Siti Mulyana Binte Abdul Rahman** (Assistant Case Manager), **Punithavalli d/o Gunasegaran** (Assistant Head, Programme), **Nur Amalya Binte Ahmad** (Programme Co-Ordinator), **Roziawati Binte Ibrahim** (Social Worker), **Tan Hui San** (Manager, Communications & Partnerships), **Han Caiyun** (Case Manager), **Fathin Afifah Binte Mohamad Kambali** (Case Manager), **Ashanti Caryl-Anne Anandam** (Head, Programme/Senior Social Worker), **Lin Mingjie** (Senior Social Worker)

Front Row (Left To Right)

Devananthan s/o Ragupathi (Assistant Case Manager), **Mark Abraham** (Case Manager), **Surendren Rajaseharan** (Case Manager)

Not In Photo

Chua Boon Tee (After-Care Officer), **Brindha d/o V S Pakianathan** (Case Manager), **Low Pei Yin** (Case Manager), **Nur Quratul Ain Binte Azhar** (Manager, Communications & Partnerships)

MOMENTS THAT KEEP US GOING...



Celebrating my clients' successes with them – the joy is incomparable! I also love receiving cards of appreciation from clients and knowing they're doing well. But what really helps is the warmth and support that I receive from my colleagues everyday.

– **Ashanti Anandam,**
Senior Social Worker



Seeing clients mature and progress while under the aftercare programmes and helping my fellow colleagues develop in their professional skills have been very rewarding and meaningful for me.

– **Lin Mingjie,**
Senior Social Worker

MEMBERS OF SACA



Life Members

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

Ordinary Members

- 01 Mr Chow Chee Kin
02 Mr Mahadevan Lukshumayeh



OUR VOLUNTEERS



Namelist Of Volunteers As At 31 March 2017 From Apr 2016 - Mar 2017

01	Mr Abdul Rahiman Mohamed Ilyas	28	Ms Chen Dun Lin Christina	58	Mr Don Jacob Huber
02	Mr Abulaizi S/O Mohd Noohu	29	Ms Chen Zhihui	59	Ms Emily D/O Manuel Rayan
03	Mr Adnan Abdullah	30	Ms Cheng Bing Lin Agnes	60	Ms Farah Bte Saud Marie
04	Mr Ajith Isaac Amrithraj	31	Ms Cheng Hwee Kiang Serene	61	Ms Fong Poh Yoke (Audrey)
05	Mr Alagasamy Raju Subramaniam	32	Ms Cheong Keh Sing	62	Mr Fong Weng Sun Peter Vincent
06	Mr Amir Singh	33	Ms Cheong Kim Phong Irene Bernadette	63	Mr Francis Ng Koon Chuan
07	Mr Andrew Veale	34	Ms Cheow Kwan Foon Rachel	64	Mr Gan Su Keng (Peter)
08	Ms Ang Eu Eng Alice	35	Mr Chern Chian Keng	65	Ms Gayathri D/O Sivamoorthiran
09	Ms Ang Siak Luang, Molly	36	Mr Chew Beng Hoe Jimmy	66	Ms Goh Heng Gek (Clara Endo)
10	Ms Anisha Joseph	37	Mr Chia Heng Wah Eric	67	Ms Goh Kui Hwa
11	Mr Anthony Lawrence	38	Ms Chieng Hoe Ming Angel	68	Ms Goh Siew Geok
12	Mr Anthony Samy Francis Xavier	39	Mr Chin Yuen Loke Alex	69	Mr Hansan Ng
13	Ms Arulselvi D/O S Selvaraju	40	Mr Ching Koo Leng	70	Ms Hariati Binte Adam
14	Mr Arumugam Kaliappan	41	Mr Choi Hon Kuan Gregory	71	Mr Hirman Abdullah
15	Mr Au Wan Leung Allan	42	Ms Choi Lai Kuen Adeline	72	Mr Ho Cheow Kuang John
16	Ms Aye Hnin Yu	43	Ms Chong Guan Hong Alice	73	Mr Ho Siew Kwong Phillip
17	Ms Balbir Kaur D/O Sawaran Singh	44	Mr Chong Kum Yuen Jeffery	74	Mr Ho Wai Keong
18	Ms Baljit Kaur	45	Ms Chong Lee Lee	75	Ms Hoon Mei Peng Joanne
19	Mr Bobby S Kappen	46	Ms Chong Lee Nam	76	Ms Hoon Wei Ching Agnes
20	Mr Chan Chun Wai William	47	Mr Chow Chee Wah James	77	Ms Jan Lee Su-Lynn
21	MS Chan Ho Ling Karen	48	Ms Christina Phillips	78	Ms Jasbeer Kaur D/O Kishen Singh
22	Ms Chan Lay Eng Pamela	49	Ms Chu Ker Min Josephine	79	Ms Jeanie Eliza Sulaiman
23	Mr Chan Lim Sing Ephraim	50	Mr Chu Sam	80	Ms Jee Kee Neo Dolly Chew
24	Mr Chan Pen Mun Charlie	51	Ms Chua Aik Whee Hannah	81	Mr Jeswant Singh Bondal
25	Mr Chee Chay Wah Ivan	52	Ms Chua Anne	82	Mr Jix Sze
26	Mr Chee Hong Wei	53	Ms Chua Kim Noy Audrey	83	Mr Joseph Rozario
27	Ms Chee Xiang Yun	54	Mr Chua Lee Kheng Francis	84	Mr K. Jay Seilan
		55	Ms Chua Lian Kiok Jane	85	Ms Kan Yoke Cheng Winnie
		56	Ms Chuah Ee Hsuan Karen	86	Ms Kelly Ann
		57	Mr Dean Sharms	87	Ms Khairiah Binte Jamaludeen



OUR VOLUNTEERS











88	Ms Kho Chiew Peng	118	Ms Leow Siew Luang Jennifer	148	Ms Natasha Yang Jia Yun
89	Ms Khong Phui Sheong Eileen	119	Ms Lim Heng Ling Linda	149	Ms Ng Pek Hoon Eileen
90	Mr Khoo Shee Fei	120	Mr Lim Hock Beng	150	Mr Nilgiri Sai Ram
91	Ms Koh Sok Sang Julie	121	Ms Lim Julie	151	Ms Noraini Bte Mohd
92	Ms Komathi D/O Thiruppathivasan	122	Ms Lim June Lee	152	Ms Nur Diyanah Yusoff
93	Mr Krish Phua Tiong Eng	123	Mr Lim Kah Keng	153	Ms Nurshifa Binte Hanif
94	Mr Krishnamoorthy Karthikeyan	124	Ms Lim Lee Cheng	154	Mr Ong Eng Chuan Andrew
95	Mr Kulwinder Kaur	125	Ms Lim Siong Susan	155	Ms Ong Lay Hoon Mary Anne Lynda
96	Mr Kwok Pui Sum Royal	126	Mr Ling Huat Min Akira	156	Ms Ong Lee Wee (Nicole)
97	Ms Lau Bo Chu Janet	127	Mr Loh Chee Wah David	157	Ms Parameswari Thandayuthapani
98	Mr Lau Chee Phong Joseph	128	Ms Lok Siew Lian	158	Ms Pearline Tan Gwee Guat
99	Ms Lau Lay Koon Jessica	129	Ms Low Hun Ling Sharon	159	Ms Phua Kim Lian Pamela
100	Ms Lau Yan Yong Christina	130	Ms Low Lee Kiang Jasmine	160	Mr Phua Wei Sen Damien
101	Ms Lee Chin Gong Jenny	131	Ms Low Mui Gek Joy-Chloe	161	Ms Poh Hwee Hian
102	Ms Lee Chin Noi Linda	132	Ms Lui Cheng Hong Gloria	162	Ms Pritam Kaur D/O Muktiar Singh
103	Ms Lee Hui Jun	133	Ms Lye Hen Fong Nancy	163	Ms Quay Lay Peng Jennifer
104	Ms Lee Hui Lan Winnie	134	Ms Ma Poh Ling Monica	164	Ms Radha Chowdhuri
105	Mr Lee Jin Kian Nicholas	135	Mr Ma Soon Peng Ronnie	165	Mr Rahamathulla Maideen Abdul Kader
106	Mr Lee Keen Mun	136	Mr Mak Yew Seng Justin	166	Mr Rahul Jain Ravindra
107	Ms Lee Kim Poh Esther	137	Ms Margaret Maragathavalli Santhana Francis	167	Ms Rama Nair Geetha
108	Ms Lee Li Ngoh Pamela	138	Ms Marshal Gayathri Rebecca	168	Mr Ramasamy Subramaniam
109	Ms Lee Li Song Sharon	139	Mr Mathavan Nair S/O Mukunan Nair	169	Mr Ramesh Chidambar Dixit
110	Ms Lee Li Xin	140	Ms May Hui	170	Ms Rani D/O Ram H. Khoobchandani
111	Ms Lee Liang Chian	141	Ms Mimi Marhaini Masri	171	Ms Rita Wong
112	Mr Lee Ping Hang Jonathan	142	Mr Mohamad Farid Bin Mohd Nor	172	Ms S Vimala
113	Ms Lee Wee Nee	143	Mr Mohammad Fauzy Bin Yahya	173	Ms Saloni Marut Dave
114	Mr Leo Joseph	144	Mr Mohammed Tariq S/O Samsudeen	174	Ms Saminah Bte Keedal
115	Ms Leong Peggy	145	Mr Mok Kai Puay Jerry	175	Ms Saraswathi Raja Krishnan
116	Ms Leong Yuet Kheng Anna Magdelene	146	Ms Murugappa Chettiar Sundaravalli	176	Mr Saravanan S/O Renganathan
117	Mr Leow How Phing	147	Ms Nadiah Farhanah Bte Mohamed	177	Ms Sathu Anadavalli



OUR VOLUNTEERS

178	Ms Seah Chew Peng	208	Mr Tee Kai Peng
179	Ms Seet Chor Hoon	209	Ms Teo Chye Lan Josephine
180	Mr Seet Poh	210	Mr Teo Peck Sim Clement
181	Ms Shakila D/O Mohd Abdul Latif	211	Mr Teo Yong Ming Yonvin
182	Mr Shantosh	212	Ms Tham Stoney
183	Mr Shepherdson Percival Joseph	213	Mr Tian Ming Hao Daniel
184	Mr Siew Kai Kong Raymond	214	Mr Tian Nyong Jan Thomas
185	Ms Sim Boon Gek (Christine)	215	Mr Troxler Edgar
186	Ms Sim Chuai Shun Emily	216	Ms Vhaney
187	Ms Sister Mary Siena Pillai	217	Ms Vickineswarie D/O Jagadharan
188	Ms Sobana K Damoo	218	Mr Vidianand Das Panicker
189	Ms Soh Poh Hiong Alicia	219	Ms Vijayalakshme Rajulupati
190	Mr Soh Yan Lee Andy	220	Mr Vincent Felix Soosai Raj
191	Ms Soh Yun Tin Laraine	221	Mr Vinod Balagopal
192	Mr Soon Min Hian	222	Ms Wang Mei Kui Shane
193	Ms Stephanie Marilyn Martin	223	Ms Wee Szu
194	Mr Tan Hye Teck Richard	224	Ms Winnie Nio Kwee Kiow
195	Mr Tan Keng Seng (Derek)	225	Ms Woo Siew Koon Sandy
196	Ms Tan Lay Choo Cathy	226	Ms Wu Yan
197	Ms Tan Lay Choo Serene	227	Ms Xavier Anthoniammal
198	Ms Tan May Seah Corina	228	Mr Xie Yao Yu
199	Ms Tan Seok Khin Serene	229	Mr Yam Hai Law Dave
200	Ms Tan Sock Heng Samantha	230	Ms Yap Bee Hoon Clara
201	Mr Tan Sze Tze William	231	Mr Yap Soon Kwee (Josemaria Miguel)
202	Mr Tan Wai Hong Alvin	232	Ms Yashaswi
203	Ms Tan Woon Tsi Zoe	233	Mr Yeo Cheng Hock Alvin
204	Ms Tang Ai Ai	234	Yeo Kian Teong Alex
205	Mr Tay Chuan Seng	235	Mr Yong Shou Pin
206	Mr Tay Hwee Boon	236	Mr Yu Yan Liang
207	Ms Te Pei Lin Paulyn		

		TOTAL
 	No. of Volunteers as at 31.03.2016	221
 	No. of New Volunteers	18
 	No. of Volunteers who Resigned	3
 	No. of Volunteers as at 31.03.2017	236



AWARENESS
& OUTREACH



AWARENESS & OUTREACH

2016 marked yet another milestone for the Association as it celebrated its 60th year of reintegrating lives. SACA could not have done it alone: the collaboration between the Association and different community stakeholders has made possible the expansion and refinement of programmes targeted at improving the lives of offenders, ex-offenders, and their families.

This year being the Association's Diamond Jubilee meant that celebrations were brought to new heights, with a string of outreach activities eventually culminating in a Fundraising Gala Dinner.



MOVIE NIGHT @ THE FORT!

Celebrations for SACA's Diamond Jubilee year kicked off with a special treat for our partners, donors, sponsors, volunteers, clients and staff on 4 June, 2016: Movie Night @The Fort!

On a clear Saturday evening, guests were treated to an evening of entertainment and refreshments. Graced by the Senior Minister of State for Home Affairs, Mr Desmond Lee, the evening was charged with excitement as the ever lovable Minions filled the screen.

An iconic landmark whose history dates back to the 14th Century, Fort Canning Park proved to be a fitting choice for this year's charity event; it resonates with the steadfastness of SACA's journey and commitment towards assisting ex-offenders in their transition into society and their communities.

With the generous sponsorships from Hong Leong Foundation, Shaw Foundation, Process Galvanising, and many others, the movie night was a tremendous success. To show our gratitude to everyone's unwavering support over the years, the movie event was open to all, complete with free-flow drinks and traditional snacks, ranging from popcorn and cotton candy to kacang puteh and traditional ice cream.

We owe a debt of gratitude to the compassionate and gracious individuals and sponsors who have been with SACA each step of the way, without whom we will not have been able to continue our mission.

SACA IN THE NEWS

SACA was interviewed on issues related to incarcerated parents and the realities posed for their children and their caregivers. The Association's staff were featured in various media channels, including The Straits Times and the Prime Minister's National Day Rally speech, delivered on 21 August 2016 at the Institute of Technical Education College Central.



November 27, 2016
The Straits Times

The Straits Times reported on the SACA's Initiative for Incarcerated Mothers and Affected Children (IIMAC), which has reached out to 1,600 children of recently incarcerated women since its inception in 2012. IIMAC exists to attend to some issues this often forgotten group in society encounters in the absence of their mothers. Ms Evina Subani, SACA's social worker, was quoted sharing about the realities faced by these children and their caregivers, who experience a great sense of loss and grief when separated from their mothers.



August 21, 2016
Sunday
National Day Rally
2016, Prime Minister's
Speech at the Institute
of Technical Education

SACA is pleased to share that SACA's Volunteer Programme Manager, Noraishikin Ismail, was cited by Prime Minister Lee Hsien Loong in his Malay address as someone who has made the effort to constantly upgrade herself even after joining the workforce and starting a family.

In his speech, PM Lee spoke of the skills upgrading opportunities that are made available to working adults through SkillsFuture – of which Noraishikin is a good example. PM Lee thereafter proceeded to congratulate her on her achievements thus far – leaving school with a Higher Nitec qualification and then pursuing her dream to be a qualified and registered social worker by pursuing a Diploma and Advanced Diploma in Social Work and presently her Bachelor of Social Work. She had also won the SkillsFuture Study Award in 2015, further encouraging her to develop other competencies in the field of social work.

HER MOTHER, AUNT, GRANDPARENTS ARE EX-CONS. CAN AISYAH BREAK THE CYCLE?

Dec 18, 2016
The Straits Times

In an article written to highlight the extent of suffering children go through when women go to prison, Singapore After-Care Association's Initiative for Incarcerated Mothers and Affected Children (IIMAC) was mentioned as one of the key agencies reaching out to children of incarcerated parents. Identifying areas of assistance necessary for these children is vital in helping them cope and reduce the risk of intergenerational offending.

DIAMOND JUBILEE FUNDRAISING GALA DINNER

On 4 November 2016, SACA's 60th Anniversary celebrations concluded with a Gala dinner at the Marina Mandarin.

Held at the Marina Mandarin, the dinner welcomed our Patron, The Honourable the Chief Justice Sundaresh Menon, while honouring the efforts of SACA's former Patron, Associate Professor Ho Peng Kee, for his years of dedicated support towards the Association since 2002.

The dinner saw many esteemed guests and sponsors – such as the Stephen Riady Foundation, Certis CISCO Security Pte Ltd, Capital Development Pte Ltd, PSA International Pte Ltd, The Silent Foundation, Straits Law Practice, and many more – being treated to various performances. Highlights of the evening included a piano duet by our very own Case Manager, Michelle, and talented flutist, Elizabeth, as well as a performance by International award-winning sand artist, Lawrence Koh, who captivated the Ballroom with a touching sand art performance of Annie, a girl whose mother has been incarcerated.

The sand art performance narrated by social worker, Ms Evina Subani, offered a glimpse into the emotional confusion and void felt by a child when a parent is incarcerated and separated from their children. Indeed, the performance highlighted the often neglected and forgotten victims who face challenges during their parents' absence.

Other noteworthy events included a sharing session by one of SACA's volunteers, Kai Ping, and his client; and



From left to right:
Chairman of SCORE, Mr Chng Hwee Hong; Former Patron, Associate Professor Ho Peng Kee; Patron, Chief Justice Sundaresh Menon; SACA's Chairman Mr Jeffrey Beh, and Commissioner of Prisons, Mr Desmond Chin at the cake-cutting ceremony.

a moving rendition of his self-composed song from the Yellow Ribbon Song Writing Competition winner, Mr Azmi Hassan, who showcased his talents through his soulful voice and heartfelt lyrics.

SACA also paid tribute to our team of dedicated volunteers who have sacrificed their time and tirelessly went the extra mile to befriend ex-offender clients, supporting their reintegration into mainstream society. They are a true testament of SACA's spirit of service, and deserve to be recognised for their efforts to aid in SACA's mission! Long-standing and outstanding volunteers were presented awards and tokens of appreciation.

Last but not least, our sponsors were acknowledged for their contributions towards our cause, without whom, our programmes would not have been able to be expanded and improved. With heartfelt gratitude, SACA is proud to announce that a grand total of \$340,000 was raised through the Gala dinner.

The belief and support of the community in SACA has made it possible for our organisation to exist and assist those in need for the past 60 years. We hope that you continue to support SACA and walk with us on this journey of rehabilitating ex-offenders in the years to come.

VISIT BY ANGLO-CHINESE SCHOOL (INDEPENDENT)



On 30 March 2017, SACA hosted 33 students and 2 teachers from Anglo-Chinese School (Independent)'s gifted programme. The group of Secondary 2 students visited our organisation as part of their learning journey aimed at shaping empathy towards the less fortunate in society, and to appreciate the outreach work designed to assist these groups of people in Singapore.

Our Senior Social Worker, Dawn Yet, led the presentation to the teachers and students. With more than 10 years of experience in the aftercare sector under her belt, Dawn kept the students engaged through sharing personal anecdotes.

The students were keen to discover what motivated her to join the aftercare sector, and what pushed her on despite the stressful work conditions our case managers often face.

“ I want them to know that, they may not have a choice in the family they were born into or their life circumstances, but they have a choice in how they want their lives to turn out. ”

The students greatly appreciated the passion and hard work invested by staff into their work. They prepared a thank you placard noting how inspired they were by SACA's work, and how we had inspired them to accept others who are discriminated against, and to make a difference in society.

It is indeed SACA's pleasure to plant seeds of kindness in young minds, and to encourage them to have compassion for those in need.



PROGRAMMES & SERVICES



CASE MANAGEMENT PROGRAMME

The Case Management (CM) programme has been assisting clients since January 2015. The programme provides case management and counselling services for up to 14 months for both Community-Based Programme (CBP) and Direct Release (DR) prison-referred clients.



In the past year, the CM programme has served 250 clients from the various community-based and direct release programmes. Upon completion of their mandated phase, some had continued on to the voluntary phase to maintain contact with a counsellor in exploring aspects of their lives impacting on their reintegration.

How We Help

Caseworkers guiding clients through the CM programme take a holistic approach with regard to helping clients with their reintegration, involving several aspects. Firstly, caseworkers focus on being client-centred. Through the use of techniques such as motivational interviewing, the building of rapport and pacing with clients, caseworkers work towards raising clients' awareness of how their past transgressions have affected their lives and the benefits of receiving support through the CM programme. Caseworkers also assist clients in developing appropriate coping skills to help them better deal with stressors and effectively manage their emotions.

Secondly, in assisting clients to develop effective communication strategies to enhance quality relationships with their families, caseworkers adopt a family-centred approach. Caseworkers also look into critical factors that might contribute to challenges in the clients' reintegration journey, such as family's interaction patterns or finances, and assist clients in taking steps to resolve them.

Thirdly, caseworkers also focus on social-centeredness. This aspect is addressed by guiding clients in understanding the risks of reoffending associated with their peer groups, followed by developing techniques and skills to enhance or maintain relationships with positive influences.

Through focusing on these three aspects, the CM team provides clients with comprehensive care in line with the unique case management plans developed for each client. Care is taken to explain the need for such services to clients. Client collaboration is key to ensure that the thoughts and feelings of clients are validated and that they benefit from the services provided to

them. Besides conducting sessions at SACA and Lloyd Leas Community Supervision Centre (LLCSC), caseworkers enhance collaboration and engagement in the CM programme by reaching out to clients and their families at their homes or/and in the community.

Building Capabilities

There has been an increase in clients with co-occurring disorders, resulting in the need to re-look at the ways in which clients are being engaged. SACA is equipping caseworkers with the necessary specialised skills to train them to be able to meet the evolving needs of clients. The 10-week training programme is part of a continual development process to meet the needs of clients in the long term.

Total New Cases

CM Cases	Male	Female
	189	61
	250	

Types of Contact

CM Cases	Male	Female
Individual Session	1248	342
Family Session	257	114
Home Visit	187	57
External Visit	139	57
Phone/Email Contact	257	150
Joint Worksite	39	30
	2127	750
	2877	

Types of Assistance Provided

CM Cases	Male	Female
Financial Assistance	19	8
Employment Assistance	9	7
Education Assistance	0	0
Information and Referral	32	7
Counselling (Individual/Family)	1431	411
Accommodation	145	109
Others - Befriending by volunteers, support groups, etc	18	13
	1654	555
	2209	

HOPE AND CHANGE – GAVIN'S* STORY

Gavin's story is one of severe childhood physical abuse at the hands of his mother. Yet it's the emotional torment that's been a heavier burden than the physical scars. Seeking love and acceptance in the wrong places, Gavin's negative lifestyle choices led him to commit an offence of Criminal Breach of Trust and cheating. By the time he was 18 Gavin was in prison.

Upon serving 18 months in the Reformative Training Centre, Gavin was released by Prisons on a community-based programme and referred to SACA for mandated counselling. Gavin entered the programme with a distinctly pessimistic impression of counselling and the help being offered, as he had been through many similar experiences in his early years.

Nonetheless, Gavin wanted to start his life anew. Upon his release, Gavin took the initiative to settle administrative matters to enrol back in school. He had started this new phase of life with a vigour that matched his desire for a better tomorrow.

Going back to school after spending time in prison proved to be a challenge for Gavin, yet he never gave up. In time he realised it was a journey he enjoyed – it was a normal life that he had yearned for while growing up.

Throughout the course of his programme, Gavin prioritised his studies as it was an anchor upon which an entirely new and normal life could be built.

The early months of his programme were spent focusing on equipping Gavin with the ability to cope with stress from school and returning home to live

with his family again. Through the monthly counselling sessions, Gavin grew in self-confidence to stay on the right path. This in turn slowly changed the way he perceived counselling; he started to appreciate how counselling could aid him in restarting his life anew.

Gavin decided to continue with counselling on a voluntary basis after his mandated phase had concluded. He shared that his biggest takeaway was his change in perspective about life. Through opening up about his problems, he started to view them in a more hopeful and positive light, allowing him to feel more equipped to cope with life's challenges.

Gavin serves as hope to many who feel discouraged by their incarceration. Change takes a lot of hard work and sacrifice but it is entirely possible to grab the second chance and make something of one's life.

“ If you really want to change, don't go back to your previous circle of friends. That has to be avoided at all costs. ”
- Gavin

**Name has been changed to protect the identity of our client.*



COMMUNITY SERVICE EVENTS

Community service events encompass both direct and indirect work with beneficiaries, with the aim of increasing clients' empathy for those less fortunate than them, and to make reparations by giving back to the community. Direct community work focuses on clients' interaction with residents in welfare homes, allowing them to gain awareness of the emotional and practical struggles faced by the elderly. Indirect work sees clients helping to prepare meals for needy families at venues such as the Willing Hearts Society's soup kitchen.



In 2016, SACA organised two Community Service events involving a total of 88 clients and staff. Both events aimed to ignite the spirit of volunteerism in clients.

The first event was held at Sree Narayana Mission Home on 10 April 2016. Clients and staff engaged the elderly in fun games that looked to break the monotony of the residents' daily routines. While the games were ongoing, some of the clients helped with spring cleaning around the home – engaging in tasks such as clearing dried leaves from the garden. During lunch, clients also had the opportunity to assist with feeding some of the residents who were unable to feed themselves. The event was a success as the elderly residents were delighted by the attention while the clients were moved by the impact of their contributions. Befriending the elderly and offering them practical help fostered a sense of compassion among the clients, who found the experience to be an emotionally rewarding one.

The second event was held at Willing Hearts Society's soup kitchen on 18 September 2016. In addition to preparing meals, the organisation also provides daily deliveries of food parcels to needy recipients. Clients and staff kicked off the morning by packing food meant to be delivered that very day. They were then split into teams to help clean, cut, and cook



vegetables for meals to be prepared in the later half of the day. Artwork was created to commemorate their time spent at Willing Hearts. Clients shared that they learned to count their blessings and to extend help to those in need.

Events such as these inculcate a sense of joy and fulfilment by giving back to the community. The experiences of engaging in direct volunteer work allow clients to experience positive self-identity and a sense of purpose. Being engaged in activities that would help feed a hungry family enables clients to garner a deeper appreciation for charity work and the effort that goes into it.



EX-OFFENDERS ASSISTANCE SCHEME (EAS)



Ex-offenders face multi-faceted challenges and obstacles after their release, such as stigmatisation by society. The Ex-offenders Assistance Scheme (EAS) functions as a call/walk-in programme to provide aftercare support and case management services to the ex-offenders who have not been offered an aftercare programme prior to their release. SACA also partners the State Courts in offering the Programme to clients who are placed under the Court-directed Pre-Sentence Protocol (CPSP) initiative.

Year in Review

Over the past year, 169 cases were assessed and provided with information and referral services, of which 10 individuals have opted to work on their rehabilitation goals through a structured case management approach.

Developments/New Findings

Research has shown that repeated punitive action does not treat the underlying issues behind offending behaviours, particularly so for alcohol and other related addictions. These problems tend to persist and perpetuate a cycle of reoffending. Thus, additional terms of imprisonment for select groups of offenders may not be the best solution.

“ The CPSP brings together agencies such as the Community Court Secretariat, the National Addictions Management Service (NAMS), and SACA in agreeing on a treatment plan for each offender. ”

Court-directed Pre-Sentence Protocol (CPSP) – A New Sentencing Approach

On 4 March 2016, Chief Justice Sundaresh Menon announced a rehabilitative approach to sentencing. Prior to meting out a sentence for accused persons, the Community Courts will direct a select group to undergo treatment and residential programmes offered by social service agencies. Over a period of six months, the Courts will work with the agencies to monitor the offenders’ progress and compliance with agreed actions before deciding on suitable sentences. A conditional discharge requiring that the offenders stay crime-free for another 12 months is one of the possible outcomes.

Since its inception, SACA has received a total of five referrals, of which four were placed on the programme. Clients are grateful for this initiative as it has provided them with an alternative to being in prison.

The programme, however, is not without its own set of challenges; often, clients have multiple needs to be addressed. Discernment on the workers’ parts becomes crucial in prioritising the clients’ needs and deciding which pressing issues require immediate attention. For the clients, the difficult task lies in managing the programme requirements (which consist of appointments with multiple agencies) and the securing and maintenance of employment. The support of the family is therefore an important aspect of this programme as their patience and understanding will go a long way in helping the clients cope with the stringent requirements.

Number of cases seen under EAS (Walk-ins/Call-ins)

	MALE	FEMALE	TOTAL
Existing Cases *	8	0	8
New Cases	4	6	10
Closed Cases	7	2	9
Cases carried forward to next FY	5	4	9

* Refers to cases brought forward from March 2016 to the new financial year

Outcomes and Milestones

MILESTONES	NUMBER OF CASES
Phase 1: Ex-offender approached/referred to SACA for assistance. Client is provided with relevant information to address his/her primary issue and is directed/referred to appropriate agency/service.	169
Phase 2: Client signed up for EAS and has contracted to work on agreed goal(s) with a SACA Case Manager	10
Phase 3: Client worked with a SACA Case Manager and achieved at least 1 goal**	5

*** 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.






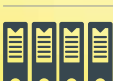

Assistance Rendered

	FINANCIAL ASSISTANCE	EMPLOYMENT ASSISTANCE	INFORMATION & REFERRAL	COUNSELLING	OTHERS**
TOTAL	1	2	1	42	8

** E.g Received befriending service, attended community service event, received food ration, etc.



Number of cases seen under EAS (CPSP)

		 TOTAL
	Cases referred for pre-CPSP assessment	5
	Cases placed under CPSP	4
	Closed cases assessed not suitable for CPSP	1
	Cases completed programme	1
	Cases disengaged prematurely	1
	Cases carried forward to next FY	2

Assistance Rendered

	 BEFRIENDING SERVICE	 EMPLOYMENT ASSISTANCE	 COMMUNITY SERVICE	 COUNSELLING SERVICE
TOTAL	6	3	2	21

STORIES OF PERSEVERANCE AND SECOND CHANCES

Peter*

Peter was placed on CPSP after he was arrested for stealing a can of beer. Whilst he was grateful for the opportunity to be able to address his offending needs in the community, the mandated six months were fraught with various challenges as he juggled between employment switches, coping with the death of a family member, and programme commitments. It was a difficult time but Peter remained optimistic and pressed on without giving up.

Though it was a challenge for Peter to commit to the programme, he was glad that he pulled through for several reasons. In addition to him gaining valuable insights for the underlying reasons of his offending, the sessions have also equipped him with useful coping skills. He also came to realise how his past actions and substance abuse had negatively affected those around him, especially his family members, and was determined not to repeat the same mistakes.

Upon successful completion of the CPSP, Peter returned to Court earlier in the year where he was given a conditional discharge for the good progress he had made while on the programme. It was a joyous outcome for Peter, his family, and all the agencies involved.

Jim*

Jim, too, was placed on the CPSP for a theft offence. Struggling with addiction issues, alcoholism in particular, he has had multiple convictions for petty crimes over the years, which have taken a toll on his personal and work life. Jim entered the programme dejected but determined to address his addiction issues and to return to the right track.

Since entering the programme, Jim has been working towards securing employment and has been diligent in attending counselling sessions with the National Addictions Management Service and SACA. He has become more aware of the triggers for his offences and has explored more effective and pro-social coping methods. Jim's mother plays an indispensable role in his rehabilitation; she attends the court sessions with him and provides feedback to the caseworkers on Jim's progress at home.

Jim is almost halfway through the programme and is progressing well. He is grateful for the opportunity to be a part of it and is determined to persevere and complete the programme without reoffending.

*Names have been changed to protect the identities of our clients.



EDUCATION SUPPORT PROGRAMME (ESP)

Nelson Mandela once said that education is possibly one of the most powerful weapons that we can use to change lives. In SACA, we believe that education is instrumental in opening new doors to career opportunities and previously unimagined possibilities for an ex-offender, changing his or her world and future.

In line with this belief, the Education Support Programme (ESP) was initiated in 2007 to support ex-offenders who have the desire to pursue their educational goals but lack the necessary support and resources to do so.

ESP offers two-pronged assistance: a. Casework & Counselling

Firstly, we assist walk-in and referred clients with career and course advice. Student-clients who choose to pursue their studies upon release will be assigned a caseworker. They often face a myriad of challenges and hence require support in coping with issues that may arise during their recovery and reintegration while pursuing their education. To assist in identifying which courses or career path they should best pursue, SACA offers education and career counselling to student-clients who are unsure of their strengths and areas of interests.

b. Lee Foundation Education Assistance Scheme (LFEAS).

LFEAS provides financial subsidies for clients who are keen to upgrade themselves but are financially strapped. Support is based on a co-payment principle with the assistance covering a major portion of the expenses. A monthly allowance, thanks to the generosity of the MILK Fund, is also provided to reduce the need for students to hold down more than one job and study at the same time. Additional assistance such as tuition is provided where necessary.

WORKSHOPS AND ACTIVITIES



Workshops and activities organised for the student-clients aim to motivate them to engage in fruitful and healthy activities, while providing opportunities to meet with and receive support from people who have been through similar experiences. The activities are designed to provide student-clients with a platform to form bonds and build team spirit. Feedback is collected after each activity to further tailor programmes to meet the needs of the clients.

EVENTS & ACTIVITIES

Creative Writing Competition 2016

SACA has been hosting the annual Creative Writing Competition for student-inmates since 2010.

The competition held in June 2016 saw a total of 123 participating students from various institutions for the Amateur (GCE 'N' level and below) and Open categories (GCE 'O' level and above). The essays underwent two rounds of grading by separate groups of judges; the first, teachers from the Prison Education Branch and then educators from UniSIM and Republic Polytechnic.

Eight winners emerged from each of the two categories. NTUC vouchers valued between \$50 and \$350 were awarded to the family of each winner. In addition, to acknowledge the efforts of all those who took part, a certificate was awarded to every participant.

ESP Graduation Ceremony 2016

ESP graduates and top performers were affirmed and acknowledged for their achievements on 30 July 2016, at the annual ESP Graduation Ceremony. The theme, "Connecting the Dots", served to remind students that when connected, every past experience and individual encounters adds detail to the canvas of life.

Highlights of the event included: an inspiring ex-offender who now dedicates his time towards helping those in need; a live performance put together by guest performers looking to contribute through music; and the coming together of all guests to connect the dots to complete the bridge in a painting done by a current student-client.

60th Anniversary Dinner

Existing and outgoing ESP students were invited to SACA's fundraising gala dinner, as part of SACA's efforts in fostering inclusiveness amongst the various stakeholders. Our current students had the opportunity to network with other stakeholders as well as former student-clients. Several student-clients helped in designing the commemorative gift for the event – a special edition planner that was presented to the evening's guests.

The Students Take Stock of the Year

The ESP year-end party has always been a good time for students to gather and enjoy themselves. This time, elements of self-awareness and team bonding were also included.

Keeping with the artistic theme for the year, the students gathered at Artify Studio on 18 December 2016 to produce a group painting. Each group was tasked to replicate an art piece to the best of their abilities, working closely in the process.

Students were subsequently guided to reflect on what they had learnt about themselves and their groupmates. A parting gift of a photo of them working on their masterpiece put a smile on their faces. It was indeed a meaningful way to end the year.

The Work in Play

On 26 March 2017, seven student-clients and several staff took part in the first event organised for the year.

The fun began with a scavenger hunt around Clarke Quay, followed by an exciting time at Lockdown. A real-life escape game, it kept student-clients on their toes as they raced to solve mysteries.

Overall, it was a great start to the year ahead, and the students felt refreshed from the fun outing.

Moving Forward

Moving forward ESP aims to curate outdoor activities, personal development, and enrichment workshops with the aim of improving the physical and social needs of our student-clients.



“Painting is just another way of keeping a diary.”
- Pablo Picasso

THROUGH THE EYES OF THE STUDENTS

Tim*

Tim, a final year Accountancy student at Singapore University of Social Sciences, has been a student-client with SACA for six years. Aware of the various barriers confronting discharged offenders, and armed with GCE 'O' level qualifications, Tim recognised the importance of education in opening up pathways of opportunities in Singapore. This led him to explore upgrading opportunities via the Education Support Programme (ESP).

With his family as the main motivating factor, Tim keeps the goals that he has set for himself close to his heart. It is this that pushes him to persevere in balancing a full-time career, part-time undergraduate studies, as well as fulfilling his duties as husband, father, and son.

Journeying alongside Tim are ESP student-clients who share similar experiences. Years into the programme, friendships have been forged and maintained between the student-clients, some of whom Tim had first gotten to know while serving time, others through ESP events. Looking out for each other and sharing study tips, a sense of camaraderie has indeed been forged between them, which has inspired Tim to push through the most challenging of times.

“I’ve learnt that by focusing on my goals,
I will slowly overcome my challenges.”

Jeff*

With SACA's assistance, Jeff has been working hard to fulfil the promise he made to himself and his beloved family ever since his release in 2012.

The harsh and challenging conditions in the workplace led Jeff to believe that his offending past and lack of education led him to be treated differently. Rather than feeling dejected, this negative initial foray into the working world spurred him towards the long-term goal of helming his own business in future, and to change the prejudices harboured against others in similar shoes.

Encouraged by his caseworker, Jeff decided the first course of action was to enrol in a part-time undergraduate degree course, certain that higher education would increase his chances of securing better jobs. The support system provided by his family and caseworker allayed some of his concerns related to managing a full-time job, part-time studies, and his family. His wife decided not to work and instead care for their young son at home. To save up for a home in the near future, the couple currently live with his parents-in-law, which alleviates the financial burden on him.

Jeff is midway through his final year of study, and looks forward to chasing his dreams.



“People will continuously try to test
you as a person, so you need to
continuously try to give your best.”

**Names have been changed to protect the identities of our clients.*

LEE FOUNDATION EDUCATION ASSISTANCE SCHEME (LFEAS)




For the year in review, the Lee Foundation Education Assistance Scheme (LFEAS) provided ESP students with funding support amounting to \$28,083.21

Cases by type of referral



TYPE OF CASES	NEW CASES	EXISTING CASES [*]	TOTAL
 ESP Direct ¹	4	14	18
 ESP Other ²	1	1	2
Total	5	15	20

^{*} Refers to cases brought forward from March 16 to the new financial year.
¹ Refers to cases that are walk-in, call-in or referral from external agencies for educational assistance during FY2016/2017.
² Refers to cases that are currently existing cases under other programme offered by SACA. These cases are provided education assistance.

Number of ESP students by type of course




COURSE OF STUDY	NO. OF STUDENTS
 GCE N, O, A Level, Secondary Level, ITE or approved private Institutions	1
 Polytechnic Diploma Courses/ Approved Private Diploma Courses	6
 Degree Courses	8
Total	15

Amount disbursed under Lee Foundation Education Assistance Scheme

TYPE OF DISBURSEMENT	AMOUNT DISBURSED
 Course Fees	\$26,723.21
 Book Grants	\$1,360
Total	\$28,083.21

Essay Writing Competition 2016

Number of participants in the Creative Writing Competition

APPLICATION CATEGORY	OPEN CATEGORY	AMATEUR CATEGORY	TOTAL
 Tanah Merah Prison	57	33	90
 Changi Woman's Prison	15	14	29
 Changi Prison Complex	1	3	4
Total	73	50	123

THE VOLUNTEER AFTER-CARE PROGRAMME (VAP)

Since its inception in 1997, the Volunteer After-Care Programme (VAP) has continued to train and engage a growing pool of volunteers who are passionate in helping ex-offenders turn their lives around.

Apart from befriending ex-offenders to assist them with transitioning smoothly into society, volunteers also complement services provided by our caseworkers from the Initiative for Incarcerated Mothers and Affected Children (IIMAC) in ensuring that practical needs of families are being met.

In recent years, the Association has consistently improved and enhanced programmes to firm up support for volunteers in the work that they do. Volunteers, both new and experienced, have enrolled in training classes coordinated by SACA's Training & Development team to equip themselves with necessary skills in keeping up with the changing and complex needs of their clients. Additionally, platforms are available for them to share knowledge and expertise, such as through a closed Facebook group, Befrienders' Tea Sessions, and other activities.

I. Befriending

The road after an inmate's release is often rocky; this is the point in time when the realities of the outside world really begin to hit home. It is hence a crucial period when an ex-offender is at the greatest risk of reoffending, particularly so if clients have very little to no family support.

In the past year, 121 clients from the Drug Rehabilitation and Pre Release Centres who were assessed to be at moderate risk of reoffending were matched with suitable volunteers over an eight-month befriending period, split evenly between the pre-release and aftercare phases, during which prosocial support is provided.

Some of the improvements made to the programme include pairing first-time volunteers with SACA staff when meeting clients in prison to assist with introductions and building rapport with new clients. Subsequently, volunteers are debriefed after the sessions, with staff advising on how the volunteer should best move forward with engaging with the client. Such interactions between staff and volunteers have provided learning opportunities for the VAP team on how best to tailor training sessions to specific areas of need.



SOMEONE TO COUNT ON

Interview with SACA's volunteer, May, and her client, Bakri*

A mother figure to many of her clients, the gregarious May Hui is a volunteer befriender who has been journeying with SACA the past 15 years. Having worked with varying client profiles, her most recent client, Bakri, was unlike any other client she had met. For one, Bakri had been incarcerated nine times for drug abuse, a first for May. She had never worked with anyone with such a long prison history and did not know what to expect.

Upon meeting Bakri, she realised her worries were unfounded. Polite, respectful, and clear about his short and long-term plans, May sensed his strong desire to turn over a new leaf, and rapport was established in no time.

Walking alongside her clients as a friend, mentor, and mother-figure, May's sincerity in the time and effort she puts into their relationship struck a chord with Bakri; she has, for example, fasted with her Muslim clients during the month of Ramadan, and takes interest in the tenets of Islam to connect with them. May's eagerness to befriend Bakri encouraged him to invite her into his life, recognizing that he, too, needed to do his part for their journey together to be a fulfilling one.








May first sensed how close their relationship was when Bakri performed his first 'salaam' on her – the act of Muslim juniors showing respect to their elders. Today, Bakri endearingly addresses May as 'mum', and asks about her well-being regularly. In all her years volunteering, this was the first a client had felt so much like a son. Her belief in Bakri's determination and ability to stay clean has provided him with the encouragement he needs to stand strong and clock new milestones.

Over the course of many years, May has learnt to manage her own expectations for her clients. Although she is anxious for them to live up to their potential and goals, she reminds herself to trust them in their recovery journey, and to give them space to move along at their own pace as they adjust to a new world after being released. Her message to clients: we are here for you so give us a chance to get to know you. We cannot work wonders overnight, but together, with patience and adaptation to changes, with care and concern, we will get there.






"My journey with Bakri started in February and will end on National Day. A happy and sad day it is when our relationship officially ends. It has been a joy to have Bakri as my client. Due to his willingness to change, it has been a wonderful journey as I learnt a lot too. I am confident Bakri will be independent and succeed in whatever he sets out to do: attending support meetings, continuing with family bonding, holding on to his job, upgrading his qualifications, and going for religious class. And my greatest wish is for Bakri to be blessed with the right lady as I know he will be a good husband and father as he is already a very good and filial son. All the best, Bakri."

**Name has been changed to protect the identity of our clients.*

Status of Volunteers

	 MALE	 FEMALE	 TOTAL
 No. of volunteer as of 31 March 2016	93	128	221
 No. recruited during the FY 2016/2017	7	11	18
 No. resigned during the FY 2016/2017	1	2	3
 No. of volunteer as of 31 March 2017	99	137	236

Breakdown of Volunteers by Race, Gender and Age Group

	 CHINESE		 MALAY		 INDIAN		 OTHERS		 TOTAL	
Age Group	M	F	M	F	M	F	M	F	M	F
23 - 30	4	9	–	1	2	7	–	1	6	18
31 - 40	8	19	2	1	4	5	–	3	14	28
41 - 50	18	25	–	2	9	6	0	1	27	34
51 - 60	14	23	1	1	5	7	3	4	23	35
Above 60	20	13	–	–	5	6	3	4	28	23
TOTAL	64	89	3	5	25	31	6	13	98	138

II. Initiative for Incarcerated Mothers and Affected Children (IIMAC)

The Initiative for Incarcerated Mothers and Affected Children (IIMAC) programme looks into the physical and emotional well-being of young children when their mothers are imprisoned as well as their caregivers. The team comprises a pool of 35 dedicated volunteers who conduct home visits to access caregiving arrangements and support provided from within and outside the caregiving family, as well as staff who focus on more urgent cases as well as the follow-up with other service agencies.

For the year in review, the IIMAC programme has served 132 families. Out of the 98 cases that were closed, 82 families were given information about or connected to needed resources.

IIMAC recognises that the incarceration of a mother can be a traumatising experience for the family.

The team continues to encourage these families to build bridges to their communities through referrals to community partners. Caseworkers have also encouraged the families to continue to stay in touch with incarcerated mothers via letters and/or visits as this helps the children know that their mother is safe and well.

Moving Forward

For the year in review, the IIMAC team has met the Psychosocial Trauma Support Service Team at KK Women's and Children's Hospital (KKH) to better understand the trauma services landscape in Singapore. The team is looking to attend evidence-informed trainings from KKH on trauma focused interventions to better build up the team's capabilities in response to the children's and caregiver's growing needs.

**Name has been changed to protect the identity of our client.*








Many Helping Hands for Mariam*

Even before her incarceration Mariam had a tough life. She was estranged from her family at 16 and subsequently abused sexually. After her marriage, she and her husband lost an infant daughter to illness. When SACA met her at Changi Women's Prison (CWP), she revealed that she had recurring nightmares and heard voices, while her husband was still grieving over their daughter who died four years ago. Her children have been affected by witnessing her multiple arrests at home. After she was released from her first incarceration, they would cling to her and refused to let her leave the house as they were afraid she would not come back.

Due to the complexity of the family's need, they were known to many agencies who were working independently. SACA was able to arrange a case conference so that all the professionals could meet, share assessments and plan the appropriate interventions. It was agreed that all interventions would be trauma centred as the family had gone through so much loss.









Presently, Mariam is getting the treatment she needs in CWP. Her children are opening up to youth workers and sharing about how they feel about their mother going away to prison. They have been more attentive and engaged in class. Due to the tuition services, they are also improving in their studies. Their caregivers have been attending support groups and parenting workshops so that they can better care for themselves and the children in this difficult time.

IIMAC Cases by Race

					
	CHINESE	MALAY	INDIAN	OTHERS	TOTAL
 Existing Cases*	7	15	4	4	30
 New Cases	29	42	11	20	102
TOTAL	36	57	15	24	132

*Cases brought forward from March 2016 to the new financial year

IIMAC Cases by Marital Status

						
	MARRIED	SINGLE	DIVORCED	SEPARATED	WIDOWED	TOTAL
 Existing Cases*	17	7	4	2	0	30
 New Cases	47	25	22	7	1	102
TOTAL	64	32	26	9	1	132

* Cases brought forward from March 2016 to the new financial year

IIMAC Stats

Clients seen for IIMAC Briefing	TOTAL
Signed-up	102
Opted Out	61
Ineligible*	5

* Children are above 16 years of age

CASE CLOSURE STATUS	TOTAL
Case Completed - New Referral/Contact made to other agencies to re-link concerns	47
Case Completed - Family is coping well and is provided with information to resources; No follow-up required after contact/visit	35
Case Disengaged Prematurely - Caregiver declined programme	15
Case Disengaged Prematurely - Caregiver is uncontactable	1
TOTAL	98

Number of Volunteers	35
----------------------	----

Cases Managed by Volunteer After-Care Officers FY 2016 - 2017

Overall Case Load by Initiatives	
INITIATIVES	NO.OF CLIENTS
Befriending	
Chinese	26
Malay	78
Indian	16
Others	1
TOTAL	121
Initiative for Incarcerated Mothers and Affected Children (IIMAC)	
Chinese	29
Malay	42
Indian	11
Others	20
TOTAL	102
GRAND TOTAL (CLIENTS UNDER VAP)	223

VAP EVENTS

Tea Session for Befrienders – 9 April 2016

The tea sessions for befrienders provide a platform for volunteers to mix and mingle as they often work on their own and seldom get to interact with each other. Additionally such sessions allow volunteers to exchange best practices, such as the most effective ways to keep clients engaged in the programme.

Often, our Befrienders are unaware of the impact they have made in the clients' lives. It was thus heart-warming to have an ex-client come forth and share how his befriender had helped in his reintegration. The client highlighted that small gestures often went a long way. His befriender had encouraged him to show his family his dedication towards turning over a new leaf. After his release, he held his befriender's message close to heart and today shares a close relationship with his wife and children.



Re-discovery Walk @ Little India – 24 September 2016

On a crisp morning in September, several volunteers, led by our veteran volunteer May Hui, took a little trip to rediscover Little India. This iconic heritage site is familiar to most Singaporeans but May was determined to help everyone better understand the area's history, culture, and cuisine.

The tour kicked off with May giving everyone a brief history about Little India. The first stop was a visit to an Ayurvedic Medicine Hall, where volunteers were introduced to the various treatments of this ancient Indian method of healing using herbs. Jothi Flower Shop was next, where volunteers witnessed the art of making flower garlands. The last activity for the day was a mini treasure hunt at the Indian Heritage Centre. Working in groups to look for artefacts, volunteers had the chance to learn more about the Indian community via interactive exhibits and memorabilia. The day ended with lunch at SACA, with volunteers trying their hand at making flower garlands and drawing henna tattoos. It was a simple get-together but volunteers found it insightful and fun!



Recruitment of Volunteers & Refresher Training

The mark of a compassionate society is how willing its better-off members are in helping those in need. The team is delighted to welcome 18 new volunteers to the SACA Family for the year in review. Recruitment for Batch 29 also saw our volunteers from earlier groups participating in the training as a refresher.

SACA would like to extend a warm welcome to all new volunteers – the Association hopes that their journey will be a fruitful and meaningful one, and is appreciative of their dedication of time and effort to walk with us on a meaning journey.

The following are the special individuals recognised in 2016:

Outstanding Volunteer Award
• MAY HUI

Merit Award
• ONG LEE WEE, NICOLE

Long Service Award 2016 – 5 Years

CHAN LIM SING EPHRAIM
CHEW BENG HOE JIMMY
CHOW CHEE WAH JAMES
LYE HEN FONG NANCY
SHAKILA D/O MOHD ABDUL LATIF
SHANTOSH

Long Service Award 2016 – 10 Years

ABULAIZI S/O MOHD NOOHU
AU WAN LEUNG ALLAN
DON JACOB HUBER
HO SIEW KWONG PHILLIP
LIM SIONG SUSAN

ANTHONY SAMY FRANCIS XAVIER
CHUA LIAN KIOK JANE
HARIATI BINTE ADAM
LEE LI SONG SHARON
SOBANA K DAMOO

Long Service Award 2016 – 15 Years

CHOI LAI KUEN ADELINE
SHEPHERDSON PERCIVAL JOSEPH

TRAINING FOR THE AFTERCARE SECTOR



For the year in review, SACA has continued to partner Singapore Prison Service (SPS) to roll out training courses for fellow agencies, professionals and volunteers of the sector. The aim of this initiative is to increase the individual's capability in providing services according to the evolving needs of our clients.

The Association organises several types of training to equip the aftercare sector with relevant skills and knowledge. Training is organised on two tracks; one focusing on volunteers and the other on the professionals in the sector.

I. Training for Volunteers Basic Prison Training

This past year, SACA provided training to 227 new volunteers who are beginning their volunteering journey in the sector. This programme builds necessary foundation

for new prison volunteers, equipping them with relevant knowledge and skills to interact with clients. Components of the programme include role play sessions and practices, through which volunteers hone their skills. Feedback collected from each training run indicates that core components of the training have been deemed helpful by participants in embarking on their volunteering.

“It was very interesting. The trainer was able to get me to focus and the pop quiz is very useful in reinforcing the learning. The role plays helped give insight into the issues inmates have.”

Participant

Yellow Ribbon Community Project Training

The Yellow Ribbon Community Project (YRCP) is now in its sixth year. Through this project, grassroots volunteers reach out to inmates' families to offer emotional, social and financial support fairly early on after the inmate's admission into prison.

Over the years, YRCP has expanded steadily with 66 divisions currently participating in this project. For the year, three training runs were conducted involving 72 grassroots volunteers. A total of 649 grassroots volunteers have been trained thus far, a steady increase since 2010, which saw 60 grassroots volunteers participating in the new initiative.

Moving forward, SPS has embarked on the next phase of this initiative, YRCP 2.0, to heighten the degree of community support for the offender's family. The focus of the

training is to help volunteers strengthen family ties of inmates through encouraging families to maintain regular contact with them; encourage ex-offenders and their families to partake in family events organised to increase prosocial interactions; as well as increase awareness and understanding of the needs of children of incarcerated parents.

With the YRCP 2.0 initiative, grassroots volunteers will be able to make a greater impact on the lives of offenders, ex-offenders and their families. For FY2016, with 13 divisions involved, two training runs were conducted involving 31 existing grassroots volunteers.

Developmental Prison Training

This past year, SACA has seen an increase in new volunteers attending courses.

COURSE TITLE	REMARKS
*Being an Assertive Volunteer	Introductory with Skills Application
*Effective Helping Through Understanding of Personality (DISC Model)	Introductory with Skills Application
*Understanding and Responding to *Emotions in People Helping	Introductory with Skills Application
*Helping Clients Manage Anger	Series
*Anger & Addictions –The Troublesome Pair	
How to Prevent and Address Compassion Fatigue	Series
*Setting and Standing by Healthy Boundaries	
Working with Difficult Offenders (1)	Introductory with Skills Application
Working with Difficult Offenders (2)	Skills Enhancement
Cognitive Restructuring in Offending Populations (II)	Skills Enhancement
Effective People Helping Skills (II)	Skills Enhancement
How to Facilitate Groups	Closed group

Fig.1a. Skills-based courses offered in FY2016 as part of Developmental Prison Training.

*Represents new courses

With differing levels of volunteering experience, there is a need to pitch the courses accordingly. Courses are crafted after in-depth consultation with trainers to deepen the volunteers' understanding in specific areas as well as broaden their horizons. This year, a total of 344 volunteers attended 12 courses, half of which were offered for the first time.

Befriending Training

Moving into its fourth year, the Befriending Programme has seen a more moderate intake of new volunteers compared to previous years. For FY2016, one training run was conducted for 14 new volunteers. The training focused on basic attending skills utilising roleplay, which volunteers found useful in building rapport with their clients. Since its inception in June 2013, this training has equipped a total of 152 volunteers.

“...many examples arose during the discussion. Experienced volunteers also shared their thoughts and highlighted certain situations to participants. There are activities involved which help us to remember better.”

Participant

VOLUNTEERS	RUNS FOR FY16/17	VOLUNTEERS TRAINED FY16/17
Basic Prison Training	9	227
YRCP (Basic) Training	3	72
YRCP 2.0 Training	2	31
Befriending Training	1	14
Developmental Prison Training- Volunteers	13	344
PROFESSIONALS	RUNS FOR FY16/17	PROFESSIONALS TRAINED FY16/17
Professionals' Training	3	68

II. Training for Sector Professionals

Professionals in the aftercare sector refine their knowledge and skills through courses conducted by external trainers sourced by SACA. These courses are much needed as the intensity and complexity of cases is ever increasing, and professionals are faced with the challenge of keeping up with the pace of changing needs.

For FY 2014, a total of 68 caseworkers benefitted from the three courses offered. However, one of the challenges SACA faced this past year was low subscription for several courses, owing to the demands of full-time professionals who were thus unable to attend training.

In summary, the number of Volunteers and Professionals trained for FY 2016 are as follows:

Staff Professionalisation

The Association's Clinical Supervisor has continued to guide its caseworkers through supervised practice to further enhance their competencies this past year. Supervised practice is carried out through process and video recordings of the sessions with clients, which include identifying specific themes that surface during sessions, interventions, client responses and most importantly, the caseworker's thoughts on how the client's goals may best be achieved.

During supervision, a caseworker presents challenging cases to the group according to a specific theme, such as childhood trauma. To develop competency, caseworkers are trained to reflect on their own cases and attempt to apply the theories and interventions arising from cases presented by colleagues. Feedback received after sessions indicate that training should continue to focus on the application of interventions to clients.

Despite the intensity of Clinical Supervision and the need to balance this with work, SACA's caseworkers have continued to approach Clinical Supervision with a desire to learn and grow, developing expertise to better serve the individuals and families that turn to them for assistance.

Employee Training & Development

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

I. Casework and Counselling

- 2nd Asia Pacific Conference & Meeting on Mental Health
- Addictions and Mental Health-Assessment of Dual Diagnosis in Offenders
- Anger and Addictions: The Troublesome Pair (Part II)
- Applied Suicide Intervention Skills Training
- Applying Theoretical Knowledge in Case Practice- A Skills-Based Workshop
- Building Emotional Resilience in Caregiving
- Care Network Study Trip to Wales
- Cognitive Behavioural Therapy (CBT)- Basic
- Essential Counselling Skills Workshop
- Grief Work with Individuals and Families
- Group Supervision
- Helping Families of People with Addictions
- Helping our Clients Manage Anger (Part I)
- Management of Family Violence: Talking to Children & Managing Abuse-related Disclosure
- Motivating Offenders to Change
- Social Service Research Centre- SSR 2016 Conference
- Suicide Intervention Skills Workshop
- Working with Difficult Offenders (I)
- Working with Difficult Offenders (II)
- Justice and the Children of Incarcerated Parents: An International Conference

II. Others

- Copywriting Essentials
- Singapore Perspectives 2016- What If? Conference

RESEARCH

As part of an initiative by the CARE Network to gain deeper insights into existing studies relevant to the aftercare sector, the Association has, since 2015, undertaken research on a full-time basis with the aim of encouraging service providers to adopt a more evidence-based approach to future programmes and services.

SACA recognises that oftentimes, the victims of incarceration extend beyond the offenders, negatively influencing their children and family members as well. Thus, the Association participated in several studies over the past year to identify how social service organisations may better assist families of incarcerated individuals.

A literature review titled “Family Services in the Criminal Justice System” which consolidated the types of support services provided by various organisations in Singapore was completed.

Also, a collaborative study involving social work students from Nanyang Polytechnic was undertaken as part of their final-year project. Looking at the impact of maternal incarceration on children, “The Needs of Children of Incarcerated Mothers and their Caregivers” shed light on the degree of readiness and range of challenges faced by vulnerable children and their caregivers in the absence of the mothers.

Data was collected from 94 caregivers of children whose mothers were incarcerated (at the point of study), and who were clients of the Initiative for Incarcerated Mothers and Affected Children Programme offered by SACA since 2012.

Through the findings, SACA hopes to inform relevant organisations of the changing needs and services that can be designed to assist these families in future, and to stress the importance of stakeholders working together in a timely and coordinated manner to best alleviate the hardships faced by vulnerable children and struggling caregivers.



Nanyang Polytechnic students and SACA's volunteer gearing up to embark on a food donation drive for needy families, which were identified from the survey conducted.



WORK-LIFE BALANCE



STAFF WELFARE



Keepsake from the team's prata-making activity.

Prata-Flipping time!

Every individual was poised and ready. It was time – prata-flipping time that is! On one hot afternoon in July, everyone at SACA went on a journey to master the art of making one of the country's most popular breakfast foods. Staff had hands-on experience making, kneading, and flipping the dough in an attempt to create the much-loved prata. Staff members were pitted against each other as they flipped and flopped in a valiant attempt to emerge with the perfect prata.

Following that, staff tried their hand at another local favourite – brewing teh tarik. Some staff were invited to demonstrate their newfound teh tarik making skills. It was a fun and interesting afternoon which ended with staff having prata-in-a-cup, a signature dish of the eatery.



Staff engaged in team-bonding activities during the year-end party.

Year-end Party – Destressing & Recharging!

The annual year-end party traditionally held on the last working day of the year is a gathering that the people at SACA have come to look forward to. It's a time when we let our hair down and get to be ourselves enjoying each other's company.

After a day of games and good food, the day ended with the good old tradition of the Secret Angel gift exchange. There's nothing quite like getting a gift and then trying your best to guess who's it from. In a small way, receiving something you like lets you know that people get you, which is always a nice feeling.

Fitting the Pieces

On a sunny Friday in March staff travelled east to embark on a first for most: Mosaic Tile-Making with the talented Nanette Zehnder. A prominent personality in the local mosaic scene, Nanette has had several commissioned works around Singapore, including several large wall murals.

Stepping into the studio, the staff were dazzled by the vibrantly coloured ceramic and glass tiles, which provided inspiration for their individual art pieces. Everyone did a great job with their art pieces. The session made for a therapeutic afternoon that enabled relaxation and creativity to ensue. It also offered an opportunity for staff – new and old – to mingle and bond, and was a great way to end another busy week at work.



Mosaic making is known as an excellent mind relaxation technique and offers great therapeutic benefits for the individual.

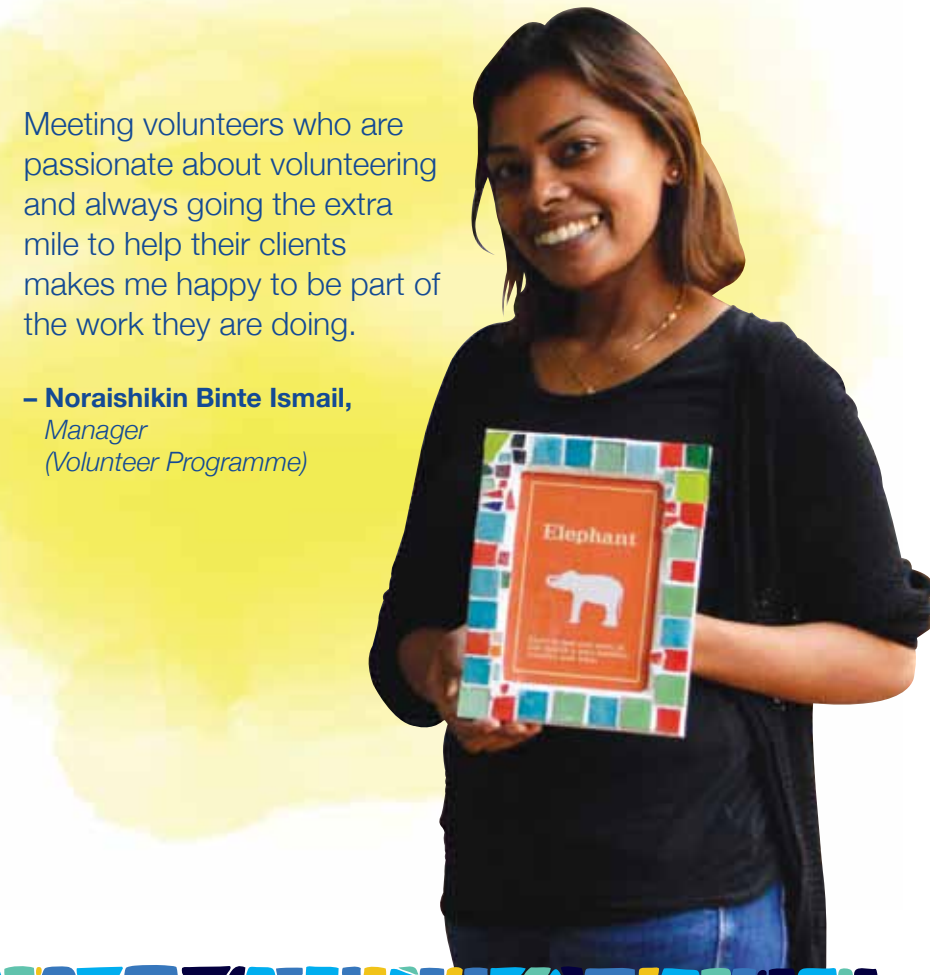


WHAT MOTIVATES US TO DO **OUR BEST EVERYDAY...**



The smiles of those whom I have helped drive me in my work with ex-offenders. It is in these moments when there is an exchange of smiles and feelings of gratitude that motivates me.

– **Devan,**
Assistant Case Manager



Meeting volunteers who are passionate about volunteering and always going the extra mile to help their clients makes me happy to be part of the work they are doing.

– **Noraishikin Binte Ismail,**
*Manager
(Volunteer Programme)*



FINANCIAL STATEMENTS

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SINGAPORE AFTER-CARE ASSOCIATION STATEMENT BY MEMBER OF THE MANAGEMENT COMMITTEE

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2017

In the opinion of the management committee,

- (i) the financial statements of the Association are drawn up so as to give a true and fair view of the financial positions of the Association as at 31 March 2017 and the financial performance of the business, changes in equity and cash flows of the Association for the financial year then ended on that date, and
- (ii) 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 management committee,



JEFFERY E.S. BEH
Chairman



ONG HIAN SUN
Honorary Treasurer



JENNIFER MARIE
Honorary Secretary

Dated: 28 July 2017

INDEPENDENT AUDITORS' REPORT

Report on the Financial Statements

We have audited the financial statements of Singapore After-Care Association (the Association), which comprise the statement of financial position as at 31 March 2017, and the income & expenditure statement, statement of changes in accumulated fund and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of the Act and Singapore Charities Act (Chapter 37), the Societies Act (Chapter 311) and Singapore Financial Reporting Standards (FRSs) so as to give a true and fair view of the financial position of the Association as at 31 March 2017 and of the financial performance, changes accumulated fund and cash flows of the Association for the year ended on that date.

Basis for Opinion

We conducted our audit in accordance with Singapore Standards on Auditing (SSAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report.

We are independent of the Association in accordance with the Accounting and Corporate Regulatory Authority (ACRA) Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities (ACRA Code) together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code.

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

Other Information

Management is responsible for the other information. The other information comprises the Statement by member of the management committee but does not include the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Chairman for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Act and FRSs, 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 financial statements and to maintain accountability of assets.

In preparing the financial statements, management is responsible for assessing the Association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Association or to cease operations, or has no realistic alternative but to do so.

INDEPENDENT AUDITORS' REPORT

The members of the management committee's responsibilities include overseeing the Association's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

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

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

Report on Other Legal and Regulatory Requirements

In our opinion, the accounting and other records required by the Act to be kept by the Association have been properly kept in accordance with the provisions of the Act.

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

28 July 2017

INCOME & EXPENDITURE STATEMENT FOR THE FINANCIAL YEAR ENDED 31 MARCH 2017

	Note	2017 SGD	2016 SGD
Income			
Unrestricted Fund	5	1,054,181	802,174
Restricted Fund			
Voluntary Income	5	1,215,075	1,482,408
Fund Generating Activities	5	-	5,000
Investment income	5	105	124
Expenditure			
Unrestricted Fund			
Cost of Generating Voluntary Income	5	(147,812)	-
Cost of Fund Generating Activities	5	(91,859)	(19,519)
Governance Cost	5	(406,965)	(337,830)
Restricted Fund			
Cost of Generating Voluntary Income	5	(137,592)	(154,915)
Governance Cost	5	(1,273,477)	(1,152,560)
Surplus Transferred to Accumulated Funds		<u>211,656</u>	<u>624,882</u>
Allocation of Surplus as Follows			
Unrestricted Fund	5	407,545	444,825
Restricted Fund	5	<u>(195,889)</u>	<u>180,057</u>
		<u>211,656</u>	<u>624,882</u>

STATEMENT OF FINANCIAL POSITION
AS AT 31 MARCH 2017

	Note	2017 SGD	2016 SGD
ASSETS			
Non-current assets			
Property, plant and equipment	8	564,279	82,823
Total non-current assets		564,279	82,823
Current assets			
Trade and other receivables	9	171,385	222,458
Prepayments		2,025	2,279
Cash and cash equivalents	10	1,132,148	1,385,844
Total current assets		1,305,558	1,610,581
Total assets		1,869,837	1,693,404
FUND AND LIABILITIES			
FUND			
Unrestricted Fund			
General Fund	6	941,330	533,785
Restricted Fund			
Volunteer After-Care Programme	6	378,790	396,842
Training & Research	6	229,348	154,017
Ex-Offender Assistance Scheme	6	99,952	122,501
Education Support Programme	6	37,067	39,431
Case Management	6	(326,784)	(142,752)
Financial Assistance Fund	6	851	1,322
Lee Foundation Education Assistance Scheme	6	70,718	98,790
Isaac Mannasseh Meyer Bursary	6	5,650	5,650
General Education Fund	6	34,471	34,651
MILK Back-to-School	6	73,595	89,095
Total Fund		1,544,988	1,333,332
Current liabilities			
Trade and other payables	11	43,849	38,322
Deferred revenue	12	281,000	321,750
Total current liabilities		324,849	360,072
Total liabilities		324,849	360,072
Total fund and liabilities		1,869,837	1,693,404

STATEMENT OF CHANGES IN ACCUMULATED FUND
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2017

	Note	Unrestricted fund SGD	Restricted fund 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
2017				
Beginning of financial year		533,785	799,547	1,333,332
Surplus for the year		407,545	(195,889)	211,656
End of financial year		941,330	603,658	1,544,988

STATEMENT OF CASH FLOWS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2017

	2017 SGD	2016 SGD
Surplus before Tax	211,656	624,882
Adjustments for		
Depreciation	57,637	27,515
Total adjustments	57,637	27,515
Operating cash flows before changes in working capital	269,293	652,397
Changes in working capital		
Grant/Income receivables	49,913	13,027
Prepayments	254	(743)
Trade and other payables	5,527	5,698
Deferred revenue	(40,750)	(81,060)
Total changes in working capital	16,104	(63,078)
Cash flows from operations	285,397	589,319
Net cash flows from operating activities	285,397	589,319
Cash flows from investing activities		
Purchase of property, plant & equipment	(539,093)	(8,366)
Net cash flows used in investing activities	(539,093)	(8,366)
Cash flows from financing activities		
Fixed deposit pledged	(25,592)	(48,860)
Net cash flows used in financing activities	(25,592)	(48,860)
Net (decrease) / increase in cash and cash equivalents	(279,288)	532,093
Cash and cash equivalents		
Beginning balance	1,336,984	804,891
Ending balance	1,057,696	1,336,984

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2017

These notes form an integral part of and should be read in conjunction with the accompanying financial statements.

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 accounting policies adopted are consistent with those of the previous financial year except in the current financial year, 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 and INT 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

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

	Effective for annual periods beginning on or after
FRS 115 Revenue from Contracts with Customers	1 January 2018
FRS 109 Financial Instruments	1 January 2018
FRS 116 Leases	1 January 2019

Amendments

Amendments to FRS 7: Disclosure Initiative	1 January 2017
Amendments to FRS 12: Recognition of Deferred Tax Assets for unrealised losses	1 January 2017
Amendments to FRS 115: Clarifications to FRS 115 Revenue from Contracts with Customers	1 January 2018
Amendments to FRS 110 and FRS 28: Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	To be determined

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2017

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 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.

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 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.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2017

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 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.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2017

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 and any cumulative gain or loss that had been recognised in other comprehensive income is recognised in the income 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 liabilities are offset and the net amount reported in the balance sheet when there is a legally enforceable right to offset and there is an intention to settle on a net basis or realise the asset and settle the liability simultaneously.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2017

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 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 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.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2017

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

(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 statement when incurred.

(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 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 statement when earned.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2017

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.

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.

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.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2017

4. Detailed Income & Expenditure

Year 2017	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		
INCOME															
<u>Voluntary income</u>															
Prison Funding	-	152,722	-	484,200	-	-	-	-	-	-	-	-	-	636,922	
Prison Funding															
- After-Care Professionalisation	-	-	253,620	-	-	-	-	-	-	-	-	-	-	253,620	
NCSS Funding-Care & Share Matching Grant	625,250	-	-	-	-	-	-	-	-	-	-	-	-	-	
NCSS Funding-VCF Grant	-	849	849	8,736	849	10,349	-	-	-	-	-	-	-	21,632	
Score Funding	-	-	43,544	192	-	282	-	-	-	-	-	-	-	44,018	
Yellow Ribbon Funding	-	-	-	-	32,000	-	-	-	1,883	-	-	-	-	33,883	
<u>Designed Project Donation</u>															
<u>Tax Deductible Donation</u>															
Volunteer After-Care Programme Fund	-	95,000	-	-	-	-	-	-	-	-	-	-	-	95,000	
Education Support Program Funding	-	-	-	-	-	90,000	-	-	-	-	-	-	-	90,000	
General Donation	7,956	-	-	-	-	-	-	-	-	-	-	-	-	-	
<u>Non - Tax Deductible Donation</u>															
Volunteer After-Care Programme Fund	-	40,000	-	-	-	-	-	-	-	-	-	-	-	40,000	
General Donation	1,761	-	-	-	-	-	-	-	-	-	-	-	-	-	
Singapor Telecom Subsidy	300	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total voluntary income	635,267	288,571	298,013	493,128	32,849	100,631	-	-	1,883	-	-	-	-	1,215,075	
<u>Fund Generating Activities</u>															
<u>Tax Deductible Donation</u>															
SACA 60th Anniversary Funding	310,500	-	-	-	-	-	-	-	-	-	-	-	-	-	
<u>Non - Tax Deductible Donatio</u>															
SACA 60th Anniversary Funding	58,510	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total Fund Generating Activities	369,010	-	-	-	-	-	-	-	-	-	-	-	-	-	
<u>Investment Income</u>															
Interest Earned on Fixed Deposit/Autosave	124	-	-	-	-	-	-	-	-	-	-	-	-	-	
Investment Income - SACA - A/C 2	-	-	-	-	-	-	-	-	-	105	-	-	-	105	
Total Investment Income	124	-	-	-	-	-	-	-	-	105	-	-	-	105	
<u>Other income</u>															
Rental of Premises	6,000	-	-	-	-	-	-	-	-	-	-	-	-	-	
Special Employment Credit	2,228	-	-	-	-	-	-	-	-	-	-	-	-	-	
Wage Credit Scheme	29,939	-	-	-	-	-	-	-	-	-	-	-	-	-	
Temporary Employment Credit	11,613	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total other income	49,780	-	-	-	-	-	-	-	-	-	-	-	-	-	
TOTAL INCOME	1,054,181	288,571	298,013	493,128	32,849	100,631	-	-	1,883	105	-	-	-	1,215,180	

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2017

4. Detailed Income & Expenditure

Year 2017	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	-	-	-	832	-	-	-	-	-	-	-	-	-	832	
Education Support Services	-	-	-	-	-	3,390	-	-	-	-	-	-	-	3,390	
Milk-Back to School Allowance	-	-	-	-	-	-	-	-	-	-	15,500	-	-	15,500	
General Education Fund Scheme	-	-	-	-	-	-	-	-	-	-	-	-	180	180	
Lee Foundation Education Assistance Scheme	-	-	-	-	-	-	-	-	-	28,083	-	-	-	28,083	
Aftercare Professionalisation Scheme	-	-	82,375	-	-	-	-	-	-	-	-	-	-	82,375	
Financial Assistance Fund - Cash Aid	-	-	-	-	-	-	-	-	113	-	-	-	-	113	
YRF - Emergency Fund Disbursements	-	-	-	-	-	-	-	-	2,241	-	-	-	-	2,241	
Volunteer Development & Recognition															
- VAP Expenses	-	4,878												4,878	
Total Costs of generating voluntary income	-	4,878	82,375	832	-	3,390	-	-	2,354	28,083	15,500	-	180	137,592	
Costs of Generating Voluntary Income															
Case Management	147,812	-	-	-	-	-	-	-	-	-	-	-	-	-	
Costs of Fund Generating Activities															
SACA 60th Anniversary Funding	91,815	-	-	-	-	-	-	-	-	-	-	-	-	-	
Online Donation Portal Fees	44	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total Costs of fund generating activities	91,859	-	-	-	-	-	-	-	-	-	-	-	-	-	
Governance Cost															
Audit fee	2,000	-	-	-	-	-	-	-	-	-	-	-	-	-	
Bank Charges	1,361	-	-	-	-	-	-	-	-	-	-	-	-	-	
Miscellaneous Bank Charges - SACA	-	-	-	-	-	-	-	-	-	94	-	-	-	94	
Depreciation	57,637	-	-	-	-	-	-	-	-	-	-	-	-	-	
Insurance	2,736	-	-	-	-	-	-	-	-	-	-	-	-	-	
Public Education & Awareness	2,750	-	-	-	-	-	-	-	-	-	-	-	-	-	
Printing of Annual Reports	9,080	-	-	-	-	-	-	-	-	-	-	-	-	-	
Professional and Legal Fee	11,721	-	-	-	-	-	-	-	-	-	-	-	-	-	
Repair & Replacement of Equipment															
- Maintenance of Land & Building	32,001	-	-	-	-	-	-	-	-	-	-	-	-	-	
- Maintenance of Equipment	2,805	-	-	-	-	-	-	-	-	-	-	-	-	-	
Rental of Equipment	5,932	-	-	-	-	-	-	-	-	-	-	-	-	-	
Supplies & Materials	4,191	-	-	-	-	-	-	-	-	-	-	-	-	-	
Salaries, Bonuses & CPF	247,067	285,076	133,909	630,552	51,702	84,687	-	-	-	-	-	-	-	1,185,926	
Staff Welfare & Training															
- Staff Benefits	5,482	6,262	753	3,986	273	755	-	-	-	-	-	-	-	12,029	
- Staff Training & Developmennt	1,176	2,654	2,591	22,615	1,698	12,363	-	-	-	-	-	-	-	41,921	
Subscription Fees	139	-	-	-	-	-	-	-	-	-	-	-	-	-	
Communications	8,242	-	-	-	-	-	-	-	-	-	-	-	-	-	
Transport Expense	3,743	7,753	3,054	19,175	1,725	1,800	-	-	-	-	-	-	-	33,507	
Utilities	8,902	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total Governance Cost	406,965	301,745	140,307	676,328	55,398	99,605	-	-	-	94	-	-	-	1,273,477	
TOTAL EXPENDITURE															
	646,636	306,623	222,682	677,160	55,398	102,995	-	-	2,354	28,177	15,500	-	180	1,411,069	
Surplus / (deficit) during the year															
	407,545	(18,052)	75,331	(184,032)	(22,549)	(2,364)	-	-	(471)	(28,072)	(15,500)	-	(180)	(195,889)	

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2017

5. Detailed Income & Expenditure

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		
INCOME															
<u>Voluntary income</u>															
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
<u>Designed Project Donation</u>															
<u>Tax Deductible Donation</u>															
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	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<u>Non - Tax Deductible Donation</u>															
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
<u>Fund Generating Activities</u>															
<u>Tax Deductible Donation</u>															
Charity Film Premiere 15 - "Marvel's - AntMan"	90,231	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SACA Appreciation Nite Funding	-	5,000	-	-	-	-	-	-	-	-	-	-	-	-	5,000
<u>Non - Tax Deductible Donation</u>															
Charity Film Premiere	24,958	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Fund Generating Activities	115,189	5,000	-	-	-	-	-	-	-	-	-	-	-	-	5,000
<u>Investment Income</u>															
Interest Earned on Fixed Deposit/Autosave	124	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Investment Income - SACA - A/C 2	-	-	-	-	-	-	-	-	-	124	-	-	-	-	124
Total Investment Income	124	-	-	-	-	-	-	-	-	124	-	-	-	-	124
<u>Other income</u>															
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

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2017

5. Detailed Income & Expenditure

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		
EXPENDITURE															
Costs of Generating Voluntary Income															
CM Expenses	-	-	-	-	-	-	-	984	-	-	-	-	-	-	984
Education Support Services	-	-	-	-	-	3,207	-	-	-	-	-	-	-	-	3,207
Milk-Back to School Allowance	-	-	-	-	-	-	-	-	-	-	22,160	-	-	-	22,160
General Education Fund Scheme	-	-	-	-	-	-	-	-	-	-	-	-	240	-	240
Lee Foundation Education Assistance Scheme	-	-	-	-	-	-	-	-	-	45,544	-	-	-	-	45,544
Aftercare Professionalisation Scheme	-	-	57,229	-	-	-	-	-	-	-	-	-	-	-	57,229
Financial Assistance Fund - Cash Aid	-	-	-	-	-	-	-	-	6	-	-	-	-	-	6
YRF - Emergency Fund Disbursements	-	-	-	-	-	-	-	-	1,173	-	-	-	-	-	1,173
Holiday Programme	-	-	-	-	-	-	-	1,965	-	-	-	-	-	-	1,965
Volunteer Development & Recognition															
- VAP Expenses	-	4,453	-	-	-	-	-	-	-	-	-	-	-	-	4,453
- SACA Appreciation Nite	-	17,953	-	-	-	-	-	-	-	-	-	-	-	-	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	-	-	-	-	-	-	-	-	-	54	-	-	-	-	54
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 & Developmennt	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

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2017

6. Detailed Changes of Funds

	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		
	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD		
Year 2017																
Balance as at beginning of financial year	533,785	396,841	154,017	-	122,502	(142,752)	39,431	-	-	1,321	98,791	89,095	5,650	34,651	799,547	
Surplus/ (deficit) for the year	407,545	(18,052)	75,331	-	(22,549)	(184,032)	(2,364)	-	-	(471)	(28,072)	(15,500)	-	(180)	(195,889)	
Balance as at End of financial year	941,330	378,789	229,348	-	99,953	(326,784)	37,067	-	-	850	70,719	73,595	5,650	34,471	603,658	
Year 2016																
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	77,890	72,782	45,000	16,510	(142,752)	5,880	34,734	-	77	34,526	25,650	-	9,760	180,057	
Balance as at End of financial year	533,785	396,841	154,017	-	122,502	(142,752)	39,431	-	-	1,321	98,791	89,095	5,650	34,651	799,547	

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2017

7. Income tax expense

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.

	2017 SGD	2016 SGD
Surplus before tax	211,656	624,882
Tax at applicable tax rate of 17% (2016:17%)	35,982	106,230
Tax effect of :		
- Income not subject to tax	(35,982)	(106,230)
	-	-

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

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2017

8. Property, plant and equipment

	Buildings SGD	Furniture & fittings SGD	Office equipment SGD	Renovation SGD	Total SGD
Cost					
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	109,408	67,814	29,569	15,711	222,502
2017					
Beginning of financial year	109,408	67,814	29,569	15,711	222,502
Additions	535,070	4,023	-	-	539,093
Written off	(109,408)	-	-	-	(109,408)
End of financial year	535,070	71,837	29,569	15,711	652,187
Accumulated Depreciation					
2016					
Beginning of financial year	72,482	15,959	13,686	10,037	112,164
Depreciations	12,309	6,768	6,867	1,571	27,515
End of financial year	84,791	22,727	20,553	11,608	139,679
2017					
Beginning of financial year	84,791	22,727	20,553	11,608	139,679
Depreciations	42,453	7,170	6,443	1,571	57,637
Written off	(109,408)	-	-	-	(109,408)
End of financial year	17,836	29,897	26,996	13,179	87,908
Net carrying amount at end of financial year					
2016	24,617	45,087	9,016	4,103	82,823
2017	517,234	41,940	2,573	2,532	564,279

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2017

9. Trade and other receivables

	2017 SGD	2016 SGD
Grants/Income receivables	171,325	221,238
Deposits	60	1,220
	171,385	222,458

10. Cash and cash equivalents

	2017 SGD	2016 SGD
Cash at bank and on hand	1,132,148	1,385,844
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 compromise of the following:		
	2017 SGD	2016 SGD
Cash and short-term deposits (as above)	1,132,148	1,385,844
Less: Bank deposits pledged	(74,452)	(48,860)
Cash and Cash Equivalents	1,057,696	1,336,984

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 2017

11. Trade and other payables

	2017 SGD	2016 SGD
Accrued operating expenses	43,849	38,322

12. Deferred revenue

	2017 SGD	2016 SGD
Beginning of financial year	327,750	402,810
Deferred during the year	281,000	321,750
Recognised in the income statement	(327,750)	(402,810)
End of financial year	281,000	321,750
Current	281,000	321,750
Non-current	-	-
	281,000	321,750

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:

	2017 SGD	2016 SGD
Within one year	3,724	4,178
Between one to five years	14,740	-
	18,464	4,178

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2017

Operating lease commitments - as a Lessor

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

	2017 SGD	2016 SGD
Within one year	6,000	6,000
Between one to five years	500	6,500
	6,500	12,500

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

	2017 SGD	2016 SGD
Salaries and bonuses	395,560	374,886
Central Provident Fund contributions	61,126	56,357
Other short term benefits	7,405	8,175
	464,091	439,418

The charity has no paid staff who are close members of the family of the Director or Executive Committee.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2017

Number of key management in remuneration bands:		
	2017 SGD	2016 SGD
S\$50,001 to S\$100,000	5	4
Below or equal to S\$50,000	1	2
	6	6

15. Financial instruments by category

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

	2017 SGD	2016 SGD
Trade and other receivables	171,385	222,458
Cash and cash equivalents	1,132,148	1,385,844
Total loans and receivables	1,303,533	1,608,302
Trade and other payables	43,849	38,322
Total financial liabilities carried at amortised cost	43,849	38,322

16. Fair value of assets and liabilities

Assets and liabilities measured 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.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2017

Fair value of financial instruments whose carrying amount are reasonable approximation of fair value

Cash and cash equivalents, grants/income receivables and other payables
The carrying amounts of these balances approximate their fair values due to the short-term nature of these balances.

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. For other financial assets, the Association minimises credit risk by dealing exclusively with high credit rating counterparties.

The Association's objective is to seek continual revenue growth while minimising losses incurred due to increased credit risk exposure. The Association trades only with recognised and creditworthy third parties. Credit exposure to an individual counterparty is restricted by credit limits that are approved based on on-going credit evaluations.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2017

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, including derivatives with positive fair values.

Credit risk concentration profile

The Association’s credit exposure is concentrated in Singapore.

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. Trade receivables that are neither past due nor impaired are substantially companies with a good collection track record with the Association.

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.

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.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2017

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 has insignificant financial assets or liabilities that are exposed to interest rate risk.

17.6 Market price risk

The Association has insignificant exposure to equity price risk.

18. Authorisation of financial statements for issue

The financial statements of Singapore After-Care Association (UEN: S61SS0083L) for the financial year ended 31 March 2017 were authorised for issue in accordance with a resolution of management committee on 28 July 2017.



The official opening of the Singapore After-Care Association Hostel on Dunlop Street in 1960.

“ I know there is strength in the differences between us. I know there is comfort, where we overlap. ”

- Ani DiFranco



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