

70

Years of
Reintegrating
Lives

ANNUAL REPORT
2025/2026



Contents

Vision/Mission	4	Events and Partnerships	66
Governance Overview	6	Fundraising Initiatives	70
Message from the Chairman	10	Financial Statements	78
Organisational Chart	12		
Key Overview Statistics	13		
Staff of SACA	14		
Donors of SACA	18		
Volunteers of SACA	20		
Members of SACA	22		
Case Management Services (CMS)	24		
Good Samaritan Reintegration Assistance Scheme (GSRAS)	30		
Education Support Programme (ESP)	34		
Volunteer Aftercare Programme (VAP)	48		
Training	56		
Staff Development	60		



VISION

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



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 mobilising them, their families and the public.
- Fostering a change in the mind-set of both ex-offenders and society to enable ex-offenders achieve their fundamental life goals and needs.



SACA achieves its Vision & Mission through:

Case Management Services (CMS)

A structured mandatory programme for soon-to-be-released inmates referred by Singapore Prison Service.

Volunteer Aftercare Programme (VAP)

Recruitment and training of volunteers to reach out to the families of inmates and befriend ex-offenders.

Education Support Programme (ESP)

Education and skills upgrading for ex-offenders.

Good Samaritan Reintegration Assistance Scheme (GSRAS)

Call-in/Walk-in support for ex-offenders.

Training

Building up the capabilities of volunteers and professionals in the sector.

Governance Overview

**PATRON - The Honourable,
The Chief Justice Sundaresh Menon**

Executive Committee

Name and Position	Background	Board Meetings Attended	Date of Appointment	Past Board Appointments
Dr Prem Kumar Nair Chairman	Group CEO, IHH Healthcare	3/4	27 September 2025	Vice-Chairman, 26 August 2023
Mr Lakshmanan s/o Seenivasakan Vice-Chairman	Director, Capital Development Pte Ltd	3/4	27 September 2025	
AP Lim Lee Ching Honorary Secretary	Director, Node for Inclusive Lifelong Education, Singapore University of Social Sciences	2/4	27 September 2025	Assistant Honorary Treasurer, 26 August 2023
AP Narayanan Ganapathy Assistant Honorary Secretary	Associate Dean Faculty of Arts and Social Sciences National University of Singapore	2/4	27 September 2025	
Mr K Achuthappa Honorary Treasurer	General Manager, Social Service Office @ Jurong East Queenstown Clementi, Ministry of Social and Family Development	3/4	27 September 2025	
Ms Wong Li Tein Assistant Honorary Treasurer	District Judge, State Courts	1/4	27 September 2025	

Director

Name	Position	Date of Appointment
Mr Prem Kumar	Director	3 May 2004

Members

Name	Background	Board Meetings Attended	Date of Appointment
Ms Caroline Lim	Director, Community Corrections Command, Singapore Prison Service	3/4	27 September 2025
Mr Graham Dare	Owner, Lexian Electronics PL	2/4	27 September 2025
Mr Tan Yuh Woei	General Manager, Southeast Asia Google Cloud Security	2/3	27 September 2025
Mr Wong Kok Weng	Chief Public Defender, Public Defenders Office	0/4	27 September 2025
Ms Wong Su Ann	Senior Lecturer, Singapore Polytechnic	1/3	27 September 2025

Human Resource Committee

Name	Position
Dr Prem Kumar Nair	Chairman
Mr Lakshmanan s/o Seenivasakan	Member
Mr Ong Hian Sun	Member
Mr K Achuthappa	Member

Education Committee

Name	Position
Mr Lakshmanan s/o Seenivasakan	Chairman
Mr Leong Sow Phong	Member
Mr K Achuthappa	Member
Mr Prem Kumar	Member

Governing Instrument

SACA has a Constitution (approved in March 2025) as its governing instrument.

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

Tan & Teh, Chartered Accountants of Singapore, is SACA's Honorary Auditor for FY 2025/2026.



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.

Reserves Policy

The Association maintains sufficient reserves to support its primary operations and programmes. The Management regularly monitors the Association's cash flow and overall liquidity position, considering the prevailing and projected income and expenditure and other financial obligations, including projected capital expenditure.

The Association is not subject to externally imposed reserve requirements.

Board Remuneration

All Executive Committee Members are volunteers who contribute pro-bono time, expertise, and services. They do not receive any allowance, honorarium, reimbursements, or remuneration for their efforts related to board matters.

Institution of Public Character (IPC)

SACA has been accorded IPC status from 1 Mar 2026 to 31 Oct 2028.

SACA's fundraising plans for the following year:

- CJ's Cup 2026
- Yellow Ribbon Run 2026
- SACA 70th Anniversary Fundraising Gala Dinner
- Online fundraising campaign via Giving.sg
- Direct appeals

SACA's expenditure plans for the following year:

- Fundraising and Client event expenses
- Governance Costs
- Charitable Activities
- Administrative and Overheads



Message from the Chairman



2026 marks a significant milestone for SACA as we celebrate 70 years of service to the community. For seven decades, SACA has remained steadfast in its mission of supporting ex-offenders as they rebuild their lives and reintegrate into society. This milestone reflects not only the organisation's longevity, but also the enduring belief that everyone deserves a second chance.

Our 70th anniversary theme, "Celebrating Compassion, Inspiring Change," reflects the heart of our work. Compassion lies at the core of what we do - supporting individuals and their families through challenges and transitions. At the same time, we seek to inspire meaningful change by empowering our clients to realise their potential and take ownership of their transformation.

A key highlight this year is the refurbishment of SACA's office, which represents an important step in strengthening our capacity to serve. Throughout the years, SACA's premises have always been the base of our operations. Its enduring presence serves as a reminder of our unwavering commitment to our mission and the clients we serve. The newly refurbished space allows us to maximise our potential and transform our premises into a more collaborative hub. With the expansion of counselling facilities and improved infrastructure, we are now better equipped to accommodate a growing team and support a larger number of clients. These enhancements will enable us to provide more holistic and personalised support to individuals and families navigating the reintegration journey.

A particularly meaningful development is the transformation of the first floor into a community space dedicated to desistor-led groups. By relocating our training space from the top floor and reimagining the ground level as an accessible community hub, SACA hopes to create a supportive environment where individuals can connect, share their experiences, and inspire one another. We also look forward to continuing our meaningful collaboration with partners such as HUF, while supporting more initiatives led by individuals who have successfully turned their lives around.

None of our achievements would have been possible without the strong support of our partners and stakeholders. We extend our sincere appreciation to the Singapore Prison Service, whose close and longstanding partnership with SACA has been integral to the work that we do. Built on mutual trust and a shared commitment to rehabilitation, this collaboration enables a seamless continuum of care for individuals transitioning from incarceration back into the community. SPS has been consistently working alongside us to identify needs, strengthen aftercare support, and create opportunities for clients to rebuild their lives with dignity. Their openness, collaboration, and unwavering support have significantly enhanced our ability to serve with purpose and impact.

Similarly, the CARE Network has been steadfast in its commitment to fostering an inclusive and supportive ecosystem for desistors. As a key platform that brings together community partners, the CARE Network plays an instrumental role in promoting shared ownership of reintegration efforts across agencies. Through its leadership and coordination, it empowers organisations like SACA to collaborate more effectively, strengthen aftercare initiatives, and respond more holistically to the needs of beneficiaries. The CARE Network's continued support and dedication have helped to create a more cohesive and enabling environment - one where individuals are better supported in their journey towards reintegration and lasting change.

We would also like to express our deep appreciation to the Lee Foundation for their generosity and unwavering support over the past 30 years. Their longstanding commitment to SACA has played a pivotal role in sustaining and strengthening our programmes. Beyond significant financial support, the Lee Foundation's continued belief in our mission has given us the confidence and stability to innovate, grow, and respond to the evolving needs of our clients. Their partnership has enabled us to extend meaningful support to countless individuals and families, and we remain profoundly grateful for their trust and enduring generosity.

We are especially honoured to acknowledge our Patron, Chief Justice Sundaresh Menon, as this year marks a decade of his steadfast patronage. Over the past ten years, he has been a strong pillar for SACA, actively championing our cause through fundraising efforts, raising awareness, fostering partnerships, and strengthening ties with the Singapore Academy of Law. His dedication and commitment have significantly advanced our outreach and impact, and we are deeply grateful for his invaluable contributions.

I would also like to extend my heartfelt appreciation to our dedicated staff. From a small team of just a handful in our early years to our current team of 26 professionals, SACA has grown in both strength and capability. Each member of staff, across administration, casework, and programme delivery, plays an essential role in advancing our mission. Their professionalism, compassion, and tireless efforts empower our clients and guide them on their journey of reintegration, making a meaningful difference in the lives we serve.

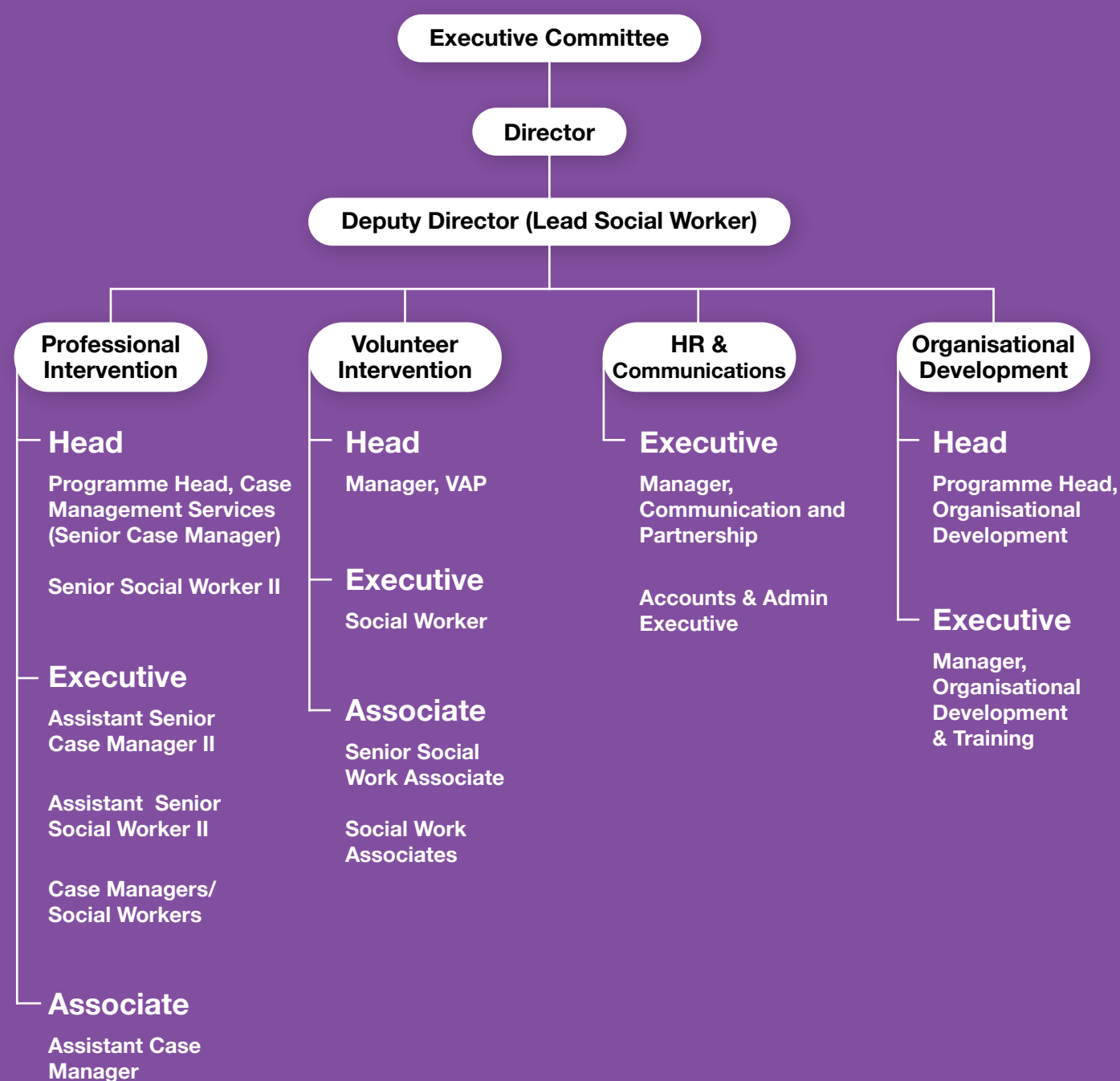
Our volunteers are another cornerstone of SACA's work. Since the founding of the Volunteer Aftercare Programme in 1997, the volunteer pool has grown from twenty individuals to a dedicated network of 203 individuals today. Through befriending and support for families, our volunteers serve as a powerful symbol of hope for our clients. We are deeply thankful for their generosity in giving their hands and heart to this cause. Volunteers such as Balbir Kaur, Lee Liang Chian and Stoney Tham, who have been with us since 1997 and continue to serve, give hope to desistors that society is always willing to welcome back those who are ready to turn their lives around.

As we reflect on 70 years of service, we are reminded that reintegration is not the work of one organisation alone—it requires the collective effort of a compassionate and supportive community. Looking ahead, SACA remains committed to deepening our partnerships, expanding our programmes, and reaching more individuals and families in need. Thank you, for being a part of our journey of reintegrating lives.

Dr Prem Kumar Nair
Chairman



Organisational Chart



Key Overview Statistics



26
Staff



203
Volunteers



1,278
People helped



446
People Trained



890
Longer-Term Clients



5,604
Total Instances of Assistance and Contact Points

Types of Assistance and Contact Points

- Provide Information and referrals
- External and home visits
- Counselling (Individual & Family)
- Education support
- Employment
- Food rations
- Financial assistance
- Accommodation
- Others (Befriending by volunteers, support groups, invitation to community events etc.)

With the support of:

- The Community Action for the Rehabilitation of Ex-Offenders (CARE) Network, of which SACA is a founding partner
- Ministry of Home Affairs
- Government Agencies – Singapore Prison Service, State Courts, National Council of Social Service
- Social service agencies and charities
- Donors and Sponsors

Staff of SACA



Case Management Team



Front (Left to Right)

Janet Tay
Case Manager

Merissa Boh
Social Worker

Syaza Nuruljannah
Social Worker

Roziawati Ibrahim
Senior Social Worker

Ng Pey Sze
Case Manager

Joanna Wang
Case Manager

Back (Left to Right)

Nuraishah Saip
Case Manager

William Soh
Head, Organisational
Development

Weevyn To
Head, CMS Programme

Sofiah Bafana
Social Work Associate

Marcus Lai
Case Manager

Koh Beng Hong
Case Manager

Charmaine Teh
Assistant Senior Social Worker

Chua Chin Leong
Social Worker

Claris Wah
Assistant Senior
Case Manager

Lee Sang Hui
Case Manager

Education Support Programme Team



(Left to Right)

Lee Sang Hui
Case Manager

Allyah Syakirah bte Jumat
Social Service Executive

Lin Mingjie
Deputy Director & Lead Social Worker

Volunteer Aftercare Programme Team



(Left to Right)

Lee Pei Yee
Manager, Volunteer
Aftercare Programme

Syaza Nuruljannah
Social Worker

Sufia Hussaini
Senior Social
Work Associate

Nurul Hunafa
Social Work Associate

Management Team



Clockwise

Charmaine Teh
Assistant Senior
Social Worker

William Soh
Head, Organisational
Development

Weevyn To
Head, CMS Programme

Lin Mingjie
Deputy Director
& Lead Social Worker

Prem Kumar
Director

Kristine Lim
Manager,
Organisational
Development & Training

Ponni Agoram
Manager, Comms
& Partnership

Roziawati Ibrahim
Senior Social Worker

Lee Pei Yee
Manager, Volunteer
Aftercare Programme

Claris Wah
Assistant Senior
Case Manager

Donors of SACA

1. Achuthappa S/O Kothandaraman
2. Alvin Tan Chin Aun
3. Anastasia Amanda Beh Gaik Sim
4. Andre Francis Maniam
5. Ang Saw Ean Belinda
6. Ang Su Hsien Maureen
7. Cashin Olivia Beatrice
8. Chan Wai Keong
9. Chua Ze Zhen
10. Chan Zhen Ying
11. Chee Li Ying Charmaine
12. Chen Linrong
13. Chen Zhiyong Dennis
14. Chionh Sze Chyi Mavis
15. Chow Lai Peng
16. Chua Lee Ming
17. Dentons Rodyk
18. Frances Lee May Fen
19. Goi Seng Hui
20. Ho Kok Chin
21. Hoo Sheau Peng
22. Hri Kumar Nair
23. Jonah Dean Tan Jun
24. Justin Kan Yong Zheng
25. Karthik Karunanithy
26. Khoo Kim Geok Jacqueline
27. Lam Chih Tsung
28. Lam Shumei
29. Lau Wee Chin
30. Law Say Hwee
31. Lee Jia Jia
32. Leo Joseph
33. Lim Teck Chai Danny
34. Lim Wen Hui
35. Loo Eng Kiat Alvin
36. Lun Jinglan
37. Maggie Chong
38. Matthew Yap
39. Mohamed Faizal S/O Abdul Kadir
40. Mohan S/O Ramamirtha Subbaraman
41. Ng Pak Keong
42. Ng Wei Kwan
43. Nilgiri Sai Ram
44. Ong Jyh Song Jimmy
45. Ong Yeow Chon
46. Pang Chiann Koun
47. Pang Khang Chau
48. Pek Han Bin
49. Philip Tan Eng Seong
50. Philomena Liew Meng Moi
51. Praveen Nair
52. Prem Kumar Nair
53. Raja Sekaran M Vellu
54. Ramachandra Hegde
55. Randall Marty Robert Takashi
56. Satish S/O Appoo
57. Shahman Prushuathamun
58. Siti Rohana Binte Hamson
59. Soon Poh Ling
60. Tan Ruyan Kristy
61. Tang Hang Wu
62. Tay Kah Chin
63. Teo Lee Ping Rheann
64. Thean Pik Yuen, Valerie
65. Tng Chee Chow
66. Vjayvarmman Gnanasekaran
67. Vikram Kapur
68. Wang Yinzhaoh
69. Wee Hang San
70. Wee Jia Huo
71. Wong Li Kok
72. Woo Bih Li
73. Yee Woon Chin Lionel
74. Yeong Zee Kin

Organisation

1. Ace Financial Services
2. Applied Materials Foundation
3. Best Petrol & Diesel Supply Pte Ltd
4. BR Law Corporation
5. Capital Development Pte Ltd
6. Clifford Chance Pte Ltd
7. Conyers Dill & Pearman Pte Ltd
8. Davinder Singh Chambers LLC
9. D.S. Lee Foundation
10. Eugene Thuraisingam LLP
11. Grand Vin Pte Ltd
12. Hindu Endowments Board
13. HSBC Limited
14. Infinitus Law Corporation
15. Ishtara Jewellery Pte Ltd
16. Kwan Im Thong Hood Cho Temple
17. Lee Foundation Singapore
18. N Rajan Associates
19. Providence Law Asia LLC
20. Rajah & Tann Singapore LLP
21. Se7en Friday Pte Ltd
22. Singapore Academy of Law
23. Singapore Prison Service Multi-purpose Co-operative Society Ltd
24. Tan Kok Quan Partnership
25. Think One Credit Pte Ltd
26. TS Group Pte Ltd
27. TSMP Foundation
28. The Communication Foundation of Singapore
29. UBS Optimus Foundation SG Ltd
30. United Overseas Bank Limited
31. Wong Partnership LLP
32. Yellow Ribbon Industries Pte Ltd
33. Yellow Ribbon Singapore
34. Yong Pung How School of Law C/O Singapore Management University



Volunteers of SACA

1. Adeline Chang
2. Alex Yeo Kian Tong
3. Amit Ray
4. Andrew William Veale
5. Ang Soon Teck, Alan
6. Anne Yap Sok Mun
7. Anthony Wong Liang Hoong
8. Arinne Bte Abu
9. Arjun Andiappan Chandrasekaran
10. Balbir Kaur D/o Sawaran Singh
11. Belinda Kaur
12. Bobby S Kappen
13. Cassandra Tan Ying Qi
14. Celest Tan Xuan
15. Chan Kok Mun
16. Chan Lim Sing Ephraim
17. Chan Wen Yi
18. Charlotte Kelly Tarn Lai Wan
19. Chee Chay Wah Ivan
20. Chee Xiang Yun Tracy
21. Chee Yit Yin
22. Chen Dun Lin Christina
23. Cheng Chi Fai Jeffrey
24. Cheong Keh Sing
25. Cheong Seng Meng, Damien
26. Chern Chiap Keng
27. Chew Beng Hoe Jimmy
28. Chia Heng Wah Eric
29. Chia Kim Tat Johnson
30. Chieng Hoe Ming Angel
31. Chin Siew Kian Jessica
32. Choi Lai Kuen Adeline
33. Chong Lee Nam
34. Chow Chee Wah James
35. Christopher Rajappan James
36. Chua Soon Kian, Johnny
37. Cindy Chung Shi Wei
38. Clarice Jena Luo Wenqi
39. Dean Shams
40. Debra Foo
41. Deddy Cristianto
42. Deon Tan
43. Don Marco Angelo Francis
44. Ds Vickram
45. Edwards Robert James
46. Elizabeth Neo Ying Ying @ Nur Hana Eliza Neo
47. Eve Zhang Peili
48. Evy Deviany Cupido
49. Fang Tau Kin Ricky
50. Florence Tay Siew Wah
51. Foo Meng Yee
52. Foo Yee Lian
53. Gina Soon Zi Chen
54. Goh Kui Hwa
55. Goh Zhuang Li
56. Gopal Mahey
57. Grace Ho Yu Li
58. Grace Tan Su Li
59. Gusti Seruni Soeprijatno
60. Han Yi'en
61. Hannah Soh
62. Hirman Abdullah
63. Ho Mei Yoke Helen
64. Irina Liew Jie Ting
65. Ishita Vijay Doshi
66. Ishwaran Murugiah
67. Isvariya D/o Nadasan Magendaran
68. Ivan Goh Yiau Meng
69. Ivy Lee Pei Ying
70. Jain Rajan Jagdish
71. James Stephen Foo Fang Boon
72. Janice Goh
73. Jasbeer Kaur D/o Kishen Singh
74. Joanne Mok Qiu Xian
75. Jocelyn Bay
76. Jonny Koo
77. Jordan Ang Jeok Khoon
78. Joseph Rozario
79. Joy Kulvadee Thongsomboon
80. Justin Chen Sheng-He
81. K. Jay Seilan
82. Katrina Chan Hwee Chen
83. Khong Phui Sheong Eileen
84. Kishor Kumar A V
85. Koh Sok Sang Julie

86. Komathi D/o Thiruppathivasan
87. Kwan Shi Ting
88. Kwok Pui Sum Royal
89. Lam Sze Chun
90. Lau Lay Koon Jessica
91. Lau Yan Yong Christina
92. Laura Teo Yisi
93. Lee Hui Lan Winnie
94. Lee Hui Sze
95. Lee Jing
96. Lee Li Xin
97. Lee Liang Chian
98. Lee Sung Ho
99. Lee Swee Gee
100. Lee Yeow Khim Raymond
101. Leo Hee Kiang
102. Leo Joseph
103. Leow How Phing
104. Leung Rui Fang
105. Lim Kah Keng
106. Lim Kian Kok, Leonard
107. Lim Liok Keong Philip
108. Lim Pang Llui
109. Lim Pei Yong
110. Ling Swee Leong
111. Liong Chew Seang Muliana
112. Lok Siew Lian
113. Loy Wee Khim
114. Lydia Ariani
115. Mahendran S/o Selvarajoo
116. Marcus Yan Xia
117. Margaret M. Santhana-Francis
118. Marina Bte Anwar, Jiaxin
119. Mary-Anne Tan Yi Fang
120. May Hui
121. Mimi Marhaini Masri
122. Mun Kok Shing
123. Nadira Binte Mohd Ilesham
124. Natasha Yang Jia Yun
125. Nazreen Bee Binte Nazir
126. Ng Chyng Yunn
127. Ng Jing Xuan
128. Ng Mun Wai
129. Nilgiri Sai Ram
130. Noor Ezwan Ibrahim
131. Nooren Binte Rabu
132. Norlia Binte Mohamed Saad
133. Nur Azlinda Binte Zulkifli
134. Nurfara Binte Pawzi
135. Nurulsyakirin Binte Abd Rashid
136. Oh Er Xing Priscilla
137. Ong Eng Chuan Andrew
138. Ong Lee Wee Nicole
139. Ong Sui Chang Jenny
140. Ow Yong Hoa Leon
141. Parameswari Thandayuthapani
142. Pearline Tan Gwee Guat
143. Peter Koh Boon Leng
144. Png Yoke Hoon
145. Prem Methani
146. Pritam Kaur D/o Muktiar Singh
147. Quek Choo San
148. Quek Hang Wee
149. Rajesh Mondal
150. Ramasamy Subramaniam
151. Ramli Bin Abdullah
152. Raymund Magimairaj Francis
153. Ridzwana Valibhoy
154. Rizwan Habib
155. Robert Brian Pollack
156. Ruth Tan Mui Cheng
157. S Vimala
158. Saravanan S/o Renganathan
159. Seet Chor Hoon
160. Shakila D/o Mohd Abdul Latif
161. Shepherdson Percival Joseph
162. Sim Boon Gek Christine
163. Singaravelan Padmanathan
164. Siow Lisen
165. Siti Faizah Binte Abdullah
166. Siti Noraini Binte Abdullah
167. Sobana K Damoo
168. Soh Hong Shing
169. Soh Mei Ying Felicia
170. Soh Poh Suan
171. Soon Min Hian
172. St Rukkumani
173. Steve Ong Teck Heng
174. Tan Suet Ferng
175. Tan Wai Hong Alvin
176. Tang Jia Le Esther
177. Tanny Kee
178. Tay Hwee Boon
179. Te An Shu
180. Te Pei Lin Paulyne
181. Tee Kai Peng
182. Teo Peck Sim Clement
183. Tham Stoney
184. Tio Guat Kuan
185. V Hemaarubini
186. Vivek Anand S/o Lakshmanan
187. Wan Yoke Foong
188. Wong Theng Theng
189. Wu Xiang Mei
190. Xie Yao Yu
191. Yap Bee Hoon Clara
192. Yeo Kok Hwa
193. Yeo Tze-Wi
194. Yvonne Oan

Members of SACA

1. Abdul Rahim B Jalil
2. Adnan Abdullah
3. Amir Singh
4. Ang Kheng Leng
5. Arul Selvamalar
6. Bala Reddy
7. Baljit Kaur Nijar
8. Beh E S, Jeffrey
9. Bobby S. Kappen
10. Chen Saii Lih, Patrick
11. Cheng, Winston
12. Cheong Wai Leng, Kristine
13. Chia Hock Song, Joseph
14. Chin Kim Tham, Desmond
15. Choo, Hyekyung
16. Chow Chee Kin
17. Chua Poh Heng, Jordan
18. Devadas Emmanuel Devapragasam
19. Don Jacob Huber
20. Edgar Troxler
21. Edmond Pereira
22. Goh Kui Hwa
23. Goh Meibo Guilini, Grace
24. Goh Sin Chan
25. Goh Suat Cheng
26. Graham R Dare
27. Hamidul Haq
28. Hamzah Moosa
29. Ho Beng Guan
30. Huen Suling, Joyce
31. Ismail Ibrahim
32. Jasbendar Kaur
33. Jasmine S Chan
34. Jaswant Singh
35. Jennifer Marie
36. K Achuthappa
37. K C Vijayan
38. Kamala Ponnampalam
39. Kandasamy Chandra Kumar
40. Khong Phui Sheong, Eileen

41. Khoo Kim Leng, David
42. Khoo Oon Soo
43. Koh Chai Yim
44. Kong Sui Khian, Richard
45. Koshy, Thomas
46. Lakshmanan s/o Seenivasakan
47. Lau Bo Chu, Janet
48. Lau Wing Yum
49. Lee Bian Tian
50. Lee Kwai Sem
51. Lee Liang Chian
52. Lee May Fen, Frances
53. Lee Poh Choo
54. Lee Sing Lit
55. Lee, Christine
56. Leu Li Lin
57. Lim Aeng Cheng, Charles
58. Lim Ai Lin, Caroline
59. Lim Beng Huat, James
60. Lim Han Boon
61. Lim Kah Keng
62. Lim Lee Ching
63. Lim Peck Guan
64. Low Chui Hong
65. Low Hwee Huang
66. Low Lee Kiang, Jasmine
67. M P H Rubin
68. Masadi Masdawi
69. Mathavan Devadas
70. May Hui
71. Mohammad Tariq s/o Samsudeen
72. Muhammad Hidhir B A Majid
73. Murugappa Chettiar Sundaravalli
74. Nafis Muhamad Hanif
75. Narajen Singh
76. Narayanan Ganapathy
77. Narayasamy s/o Gobal
78. Ng Cheng Thiam
79. Ng Karon
80. Ng Royston

81. Noorani Binti Mohd Sood
82. Norul Huda Rashid
83. Ong Hian Sun
84. Ong Kar Imm
85. Ooi Keng Hock, Roy
86. P O Ram
87. P Siva Shanmugam
88. Pattabiran Nagarajan
89. Peh Cheng Hong
90. Prem Kumar Nair
91. R D Gangatharan
92. R K Rani
93. Roberta Lyn Balagopal
94. Roy Neighbour
95. S Surenthiraraj
96. Saraswathi Raja Krishnan
97. Saroja d/o Kanthasamy
98. Shahiran Bin Abdul Rahman
99. Shahril Bin Abdul Ghani
100. Shaiful Bahari B Sidi
101. Shie Yong Lee
102. Sim Boon Wee, Timothy
103. Sirish Kumar
104. Sowaran Singh
105. Tai, Mable
106. Tan Boon Teck

107. Tan Hock Yam
108. Tan Hye Teck, Richard
109. Tan Ngoh Tiong
110. Tan Siong Thye
111. Tan Yuh Woei
112. Tang Lai Hong
113. Tang Soong Jing, Stanley
114. Teng Su Ching
115. Teo Tze Fang
116. Thevendran Senkodan
117. Toh Han Li
118. Toh Hoe Kok, Francis
119. Tseng, Francis
120. V R Cary
121. Vinod Balagopal
122. Wang Lan Jee, Janet
123. Wong Cheng Liang
124. Wong Kok Chin
125. Wong Kok Weng
126. Wong Kum Foong, Ada
127. Wong Li Tein
128. Wong Rita
129. Wong Seng Yoong, Jason
130. Wong Su Ann
131. Yang Chiou Chyn



Case Management Services

Rooted in Compassion, For Growth and Change

Ex-offenders often face significant challenges as they seek to reintegrate into society, particularly in areas such as finances, housing, and job stability. Many also find themselves without the support of family or friends, making this transition even more difficult.

To support clients in navigating these challenges, SACA provides Case Management Services (CMS) for ex-offenders who are directly released from prison or placed on Community-Based Programmes to serve the remainder of their sentence. Our team of Case Managers works closely with Reintegration Officers from the Singapore Prison Service to better understand and address the challenges clients encounter on their reintegration journey.



Counselling support is also provided to help clients reflect on their actions, gain deeper insight, and make informed decisions about their future. In addition, we collaborate with various community partners to offer a range of services tailored to each client's needs.

Beyond counselling and case management, SACA organises events and activities aimed at nurturing clients' sense of self-efficacy and strengthening their connections with family and the wider community. These include an annual family bonding day, interest-based workshops, and community service events. Together, these initiatives are designed to empower clients and support them in taking ownership of their personal transformation.

Through this programme, SACA remains committed to walking alongside our clients on their journey of reintegration, supporting their rehabilitation with care, dignity, and understanding. We hope to continue making a meaningful difference in their lives as they rebuild, grow, and move forward with renewed purpose.



CM Team Bonding

Amidst the complex and time-consuming nature of casework, the CM team took time to recharge through a guided forest walk at Bidadari Park on 13 February 2026. The activity was followed by a team lunch, providing an opportunity for team members—especially those who do not work closely on a daily basis—to connect, build rapport, and support one another.

Data Analytics Project with SUSS

SUSS School of Business has collaborated with SACA to strengthen capabilities in Data Analytics. With analytics software, the CMS team hopes to harness the power of data to value add to existing practice. Some actionable insights observed are the importance of self-efficacy and family support to achieve effective reintegration.



I had only a few bags of belongings when I moved to a new rental flat. Through the help of SACA, I managed to get brand new home appliances and furniture to relieve my financial stress.

- Mr N, 72, SACA beneficiary and now a community volunteer

N's family cut ties with him during his incarceration. Although he was trying to move on from the painful experience, he had to worry about meeting his practical needs after his release.

SACA's assistance, alongside other community partners, gradually helped N believe that there are others out there willing to support him in times of difficulty.

N has been dedicating his time to volunteer at an active ageing centre to keep himself engaged while doing his part for the community.



CMS Events and Happenings

Client Event 2025: Rock climbing

SACA organised a rock climbing activity for our clients. Held on 27 April 2025 at Climb Central located in Kallang Wave Mall, the event brought together clients and their family members, for a purposeful and fun-filled day. Anchored on promoting a healthy and positive lifestyle, the rock climbing activity encouraged participants to challenge themselves physically, while building resilience and confidence.

Through the course of the rock climbing activity, meaningful connections among participants were forged. It was heartening to see individuals who turned up alone bond quickly with others, supporting one another as they took turns belaying. The more experienced climbers readily shared tips and words of encouragement, creating a welcoming and collaborative environment. At the end of the session, participants acquired new skills and displayed a strong sense of camaraderie and sportsmanship.



Family Day 2025 – Attractions at Resorts World Sentosa

SACA Family Day, held on 22 June 2025, was a heart-warming celebration of family unity and resilience. The event brought together 36 families, comprising 166 clients and family members, for a meaningful day of bonding and shared joy.

In the lead-up to the event, clients and their families took part in a series of pre-event activities designed to foster teamwork and connection. These engaging challenges encouraged participants to work together, think creatively, and find innovative solutions to complete tasks and solve puzzles. Their collective efforts were rewarded with goodie bags, adding an element of fun and anticipation ahead of the main event.



Through the generous support of Klook, participants were given the opportunity to enjoy a day out at one of three exciting attractions of their choice — Adventure Cove Waterpark, Skyline Luge Sentosa, or Madame Tussauds Singapore. The flexibility to select their preferred activity made the experience even more meaningful, allowing families to create memories in ways most suited to their interests. Klook graciously extended their sponsorship to ensure that every family who wished to take part was included.

Beyond the enjoyment of the day, the event provided families with valuable opportunities to strengthen communication, build resilience, and deepen their sense of connection. SACA extends its sincere appreciation to Klook for their generosity and to all who contributed to making Family Day 2025 a memorable and impactful occasion.



Thank You 



For the kind and generous sponsorship!



Community Service Event – Museum Visit

SACA's annual Community Service Event continues to create opportunities for clients to give back and contribute meaningfully to the community. On 16 November 2025, SACA organised a museum outing to National Gallery Singapore for 15 elderly residents from NTUC Health (Geylang East), alongside 10 clients and their plus ones.

The event began with a tea break, where our clients and residents gathered and exchanged introductions in an informal setting. This initial session helped break the ice, encouraged conversation, and allowed both groups to build rapport, setting a comfortable and welcoming tone for the rest of the outing.



Everyone then embarked on a one-hour guided tour of the DBS Singapore Galleries. Throughout the event, our clients took on an active role in accompanying and befriending the residents. The museum visit concluded with goodie bag distribution for the residents. The experience provided a valuable opportunity for clients to give back while strengthening empathy and connection within the community.

One client shared that it was a meaningful experience interacting with the elderly, and they enjoyed art and history, which made the conversations more engaging and memorable.

SACA extends its deepest appreciation to National Gallery Singapore for their support in facilitating the event, as well as to all staff and partners who contributed to making the event possible. Thank you Polar Puffs & Cakes for sponsoring refreshments for all the attendees, and thank you, Yellow Ribbon Singapore for contributing to the goodie bags.



Case Management Statistics

525
Total clients helped

368 Male **157** Female

231

New Clients

182 Male **49** Female

294

Carried over from
previous FY

186 Male **108** Female

5,028

Total Instances of Assistance
and Contact with clients

3,754 Male **1,274** Female



Information and Referral
40

23 Male **17** Female



Counselling
(Individual / Family)
2,446

1,830 Male **616** Female



Employment Assistance
2

1 Male **1** Female



Accommodation
4

4 Male **0** Female



Financial Assistance
25

19 Male **6** Female



Others
(befriending by volunteers,
support groups, food rations etc.)

3
3 Male **0** Female



Individual sessions
(phone calls, Zoom sessions,
face-to-face)

1,899
1,428 Male **471** Female



Family sessions
(phone calls, Zoom sessions,
face-to-face)

378
270 Male **108** Female



Home Visits
142

112 Male **30** Female



Others sessions
Individual/Family contact less than 20
minutes through Phone calls, Zoom
sessions, face-to-face and email)

87
62 Male **25** Female

Good Samaritan Reintegration Assistance Scheme (GSRAS)

About GSRAS

Reintegration is a challenging journey of growth, self-rediscovery, and rebuilding. For many desistors, the challenges extend far beyond securing employment or housing. Emotional trauma, past experiences, addictions, and ingrained behaviours can make reconnecting with society deeply difficult. Without adequate support and resources to sustain lasting change, individuals may struggle to move forward and remain vulnerable to reoffending.

In response to these complex needs, the Good Samaritan Reintegration Assistance Scheme (GSRAS) provides aftercare casework and counselling services to support desistors in breaking the cycle of offending and reconstructing meaningful lives, while strengthening their capacity for positive change.

Key Areas of Support:

1. Casework and Counselling through

- Understanding Behaviour – Identify and address the underlying causes of offending and develop healthier coping strategies.
- Emotional Support – Provide structured interventions to address trauma, emotional challenges, and psychological needs.
- Life Skills Development – Facilitate awareness and guided discussion on practical skills for independent living, interpersonal relationships, and everyday functioning.
- Social Connections – Strengthen positive support networks and foster a sense of belonging within the community
- Vocational and Employment Support - Enhance employability and create pathways to sustainable careers.

2. Information and Referrals

Connect individuals to community resources to stabilise practical needs and support long-term reintegration.



Caleb's Story

After a period of incarceration, Caleb reached a firm decision to rebuild his life, beginning with education. He was referred to SACA for support in pursuing his GCE O-Levels. At SACA, he received guidance and discovered a safe space to be heard. He successfully completed his GCE O-Levels examinations in 2023 and chose to continue his journey under SACA's GSRAS programme.

Emotional support played a crucial role throughout Caleb's time in the programme. Through regular conversations with his caseworker, Caleb was able to open up about his struggles and learnt how to process complex emotions, and learnt practical coping strategies. The programme became a steady source of reassurance—an environment where he could open up and seek professional help without being judged.

Over time, Caleb developed healthier coping mechanisms and learned to better manage his thoughts and emotions, letting go of what was beyond his control. A key breakthrough for him was recognising the importance of rest—intentionally taking time to recharge so he could remain focused and productive while navigating the demands of running his own business.

Today, at 24, Caleb is the proud owner of a cleaning company that is operating for the past two years. While the journey comes with challenges, it has been deeply fulfilling for Caleb. Despite moments of self-doubt, he continues to press on with determination. He also surrounds himself with like-minded individuals, building a supportive network where challenges are shared and overcome together.

Looking ahead, Caleb is focused on expanding his business and plans to upgrade his skills to support this next phase of growth. His story is a powerful reminder that compassion can be a catalyst for change. With the right support, individuals can not only rebuild their lives, but also inspire others to do the same.

“

Have the courage to pursue what you want and allow yourself to be free. Continue moving forward with perseverance regardless of the circumstances. Never give up - you'll eventually see the light at the end of the tunnel.

- Caleb (pseudonym), 24,
Business Owner

”

“

Andy was previously the sole breadwinner for his family of five and turned to drugs to sustain his work and provide for them. Since returning to the community, he has been striving to secure stable employment with career prospects to support his family.

Throughout his reintegration journey, he faced multiple challenges but remained determined, learning to adapt and focus on what he could achieve. Currently, he has attained his Crawler Crane Operator license and looks forward to starting work in this role when his family circumstances allow.

- Andy (pseudonym), 34,
Part-time pizza maker

”

“

Rock bottom became the solid foundation on which I rebuilt my life.

- J.K. Rowling

”

GSRAS Statistics

125

Number of individuals who contacted*
SACA and were provided with information
and referral assistance

(*contact through phone calls, emails or walk-ins)

17

New Clients

 15 Male  2 Female

19

Carried over from
previous FY

 14 Male  5 Female

Number of clients signed up for long-term support
to work on their rehabilitation goals



Counselling
130



Education
2



Financial
6



Provide information
or referral
16



Accommodation
4



Others
(Befriending support, virtual
workshop/event, food rations)
6



Education Support Programme

About ESP

SACA believes firmly that education is a cornerstone of successful reintegration. It equips individuals with the knowledge, skills and confidence to secure meaningful employment, make informed life choices and build independent, purposeful lives. Through ESP, SACA supports student-clients in overcoming barriers to learning while empowering them to achieve their educational aspirations and realise their potential.

Beyond academic qualifications, education fosters resilience, self-belief and hope. By creating opportunities for continuous learning and personal growth, ESP enables student-clients to strengthen their foundations for long-term reintegration and contribute positively to their families and the community.

The services provided under ESP include:

- Casework and Counselling
- Financial Assistance Schemes
- Living and IT Support Allowances
- Tuition Support
- Peer Mentoring
- Workshops and Activities



Casework and Counselling (Individual and Family)

Educational success often depends on stability beyond the classroom. Through personalised casework and counselling, SACA supports student-clients and their families in addressing personal, social and emotional challenges that may affect their studies. By providing holistic support and connecting clients with relevant resources, the programme helps them remain focused on achieving their educational goals and strengthening their reintegration journey.

Financial Assistance Schemes

Upon their release from prison, many clients are financially unstable and are unable to pay for their studies. Financial barriers should not prevent individuals from pursuing education and rebuilding their lives. SACA's financial assistance schemes help student-clients remain focused on their studies by easing financial pressures and enabling them to continue their educational journey with confidence.

The Lee Foundation Education Assistance Scheme (LFEAS) supports student-clients pursuing GCE, Diploma and Degree programmes, while the Skills Upgrading Scheme (SUS) assists those enrolled in accredited short-term skills upgrading courses, equipping them with industry-relevant skills that enhance their employability and future opportunities.

Living and IT-Support Allowances

Access to essential financial and digital resources enables student-clients to stay engaged in learning and participate fully in their courses. Living and IT Support Allowances help ease day-to-day financial pressures, allowing student-clients to focus on their studies and successfully complete their education.

In the last quarter of 2025, the Education Committee undertook its first review of the monthly Living and IT Support Allowance framework to ensure the support remained responsive to rising living costs and evolving educational needs.

During the financial year, 25 student-clients received Living and IT Support Allowances, while 14 student-clients benefited from the Lee Foundation Education Assistance Scheme (LFEAS). A total of S\$44,770 and S\$29,120 was disbursed under the Living and IT Support Allowance and LFEAS respectively, while S\$15,650 was disbursed under the Skills Upgrading Scheme.

Tuition Support

Academic support plays an important role in helping student-clients remain confident and motivated throughout their educational journey. Through the Tuition Support Programme, volunteer tutors provide personalised guidance that strengthens subject knowledge, develops independent learning habits and encourages students to persevere in their studies.

In 2025, eight volunteer tutors dedicated their time and expertise to supporting nine student-clients preparing for the GCE N-, O- and A-Level examinations in Mathematics, Science and Principles of Accounts. Between June and October, 94 tuition sessions were conducted, helping students build confidence and progress towards their academic goals.

“

I would like to say thank you so much for the support you guys have given me throughout this journey. I really appreciate the time and effort you have put into in guiding me for my exam.

- Ryan (pseudonym), an N-Level student-client

Expressed his heartfelt appreciation for his tutors, highlighting the guidance and support they provided throughout his learning journey.

”



Peer Mentoring

Reintegration is strengthened through positive relationships and shared experiences. The Peer Mentoring Scheme connects new student-clients with tertiary student mentors who provide encouragement, practical guidance and a source of motivation throughout their educational journey. By learning from mentors who have navigated similar challenges, student-clients gain confidence, develop resilience and remain committed to achieving their educational goals.

To strengthen the programme, a Mentoring Manual was developed in 2025 to provide mentors with structured guidance, practical resources and best practices. The manual serves as a valuable reference, equipping mentors to better support their mentees while fostering meaningful and lasting mentoring relationships.



The Mentoring Manual

ESP Workshops and Activities

Education extends beyond academic learning. Throughout the year, ESP workshops and activities created opportunities for student-clients to build confidence, strengthen interpersonal skills and develop meaningful connections with peers. These experiences complemented their educational journey by fostering resilience, teamwork and a sense of belonging—important foundations for successful reintegration.

Brain Battles at the Mind Cafe

In May 2025, ten student-clients participated in Brain Battles at The Mind Cafe. Through team-based games and collaborative challenges, participants strengthened their communication, problem-solving and teamwork skills in a relaxed and supportive environment.

More importantly, the session encouraged positive social interaction, reduced feelings of isolation and fostered a sense of belonging among student-clients. It also reinforced that learning and personal growth can take place beyond the classroom, contributing to their confidence and overall well-being.



Games and prizes corner

ESP Graduation Ceremony 2025

On 12 October 2025, SACA celebrated the achievements of its student-clients at the ESP Graduation Ceremony, held at its newly refurbished premises. The ceremony recognised not only academic accomplishments but also the perseverance, resilience and determination demonstrated throughout each graduate's educational journey.

The event brought together graduates, current student-clients, volunteers, community partners and supporters in celebration of the transformative power of education. Through inspiring stories shared by graduates and guest speakers, attendees were reminded that education creates opportunities for renewed purpose, meaningful employment and lasting reintegration.

The symbolic theme, “Rainbow of Possibilities”, reflected the diverse aspirations and personal journeys of the graduates, while heartfelt messages from guests reinforced the importance of encouragement, community support and second chances.

The ceremony concluded with graduates celebrating their achievements alongside those who had supported them throughout their journey—a powerful reminder that reintegration is made possible through determination, education and a caring community.



Our staff's attempt to take on removing a block from Giant Jenga tower



The Welcome Squad aka the planning team: Invited Guest Access Only



Group Charade: “You Act, We Guess”



Our emcees, hard at work during the dry run, gearing up for the big event!



Guests penning down well-wishes for graduates and current student-clients



The Organising Committee



Our Director delivering the welcome speech



A touching moment as a graduate thanks her social worker



Welcome to the ESP Graduation Ceremony!

Focus Group Discussions and Feedback Collection

To ensure that ESP continues to meet the evolving needs of student-clients, focus group discussions and individual feedback sessions were conducted throughout the year. These conversations provided valuable insights into participants' experiences, identified emerging needs and informed ongoing improvements to programmes and support services.

By actively listening to student-clients, SACA continued to strengthen ESP's relevance and effectiveness in supporting successful reintegration through education.

Creative Writing Competition

The annual Creative Writing Competition provided in-care students with a meaningful platform to reflect on their life experiences, express their aspirations and celebrate their personal growth through writing.

Held in May 2025, the competition encouraged participants to transform their lived experiences into stories of resilience, hope and change. Through creative expression, in-care students developed greater self-awareness, strengthened their confidence and discovered the power of their own voices.

The competition culminated in a judging process led by respected educators and professionals, whose encouragement affirmed the participants' efforts and reinforced the value of lifelong learning and self-expression.

All submissions underwent a careful and rigorous judging process. Essays were first reviewed by a team of prison teachers before being evaluated by a panel of three esteemed external judges, each bringing valuable perspectives and expertise to the process. Our external judges were:

- Dr Lim Lee Ching, an Associate Professor and Director of Node for Inclusive Lifelong Education, Singapore University of Social Sciences
- Dr. Siva Gopal Thaiyalan, Senior Lecturer of S R Nathan School of Human Development, Singapore University of Social Sciences
- Mr Paul Michael Paraguya, English language teacher, Heritage Academy

Some excerpts from the participants in the Amateur category

“

I fast forward to the present as I am writing this letter to you, my younger self. There are five key lessons that I have learnt and serendipity bids me to acknowledge that the stars do in fact align. I have learned that things are not always as bad as they seem. So, quit worrying and take better care of your health. I would have laughed more, lived more, and take the time to cherish the people around me and love them better.

It is also okay to miss some opportunities because better options will come along. I would learn to love more, forgive more and hate less. Above all, I would have learnt to be kinder to myself.

”

The first prize-winner penned a heartfelt essay to his younger self, sharing the lessons he had learnt and reminding readers that circumstances are not always as bleak as they may seem. His piece serves as a poignant reflection on the uncertainties of life, and the importance of embracing them with resilience and self-compassion.

In the Advanced category, participants were challenged to write an essay reflecting on the person they see in the mirror. They could explore a specific aspect of themselves or examine contrasting versions, considering how these reflections relate to their journey of growth, self-discovery, and rehabilitation.

One participant began with a stark realisation of his physical appearance after years of drug abuse, using it as a starting point to explore his journey. He wrote candidly about the possibility of redemption despite repeated setbacks, portraying his struggle as an ongoing dialogue between past and present. His story concludes with a quiet but powerful acceptance that his addiction and pursuit of redemption exist side by side: one grounding him in reflection, the other guiding him forward with hope.

Excerpt of Advanced category participant:

“

I have learnt that the obstacles I am going through are not just a test to see how strong I am but to actually strengthen me. To strengthen my mind, body and soul. I also learned that the loving support of family and friends helps to strengthen and keep me going through my journey.

- Excerpt from Advanced Category, 1st prize essay, GCE A-level In-care student

”

Reflections shared by one of the judges:

“

The essays revealed a real commitment to change, personal growth, and making positive choices for the future. Many participants wrote movingly about past hardships, resilience in the face of adversity, and dreams for a brighter tomorrow. These strengths will serve them well-both in writing and in life. Each participant should be proud of his or her efforts and the progress they have made. Every step forward is a victory, and every story shared has the power to help others as well as oneself.

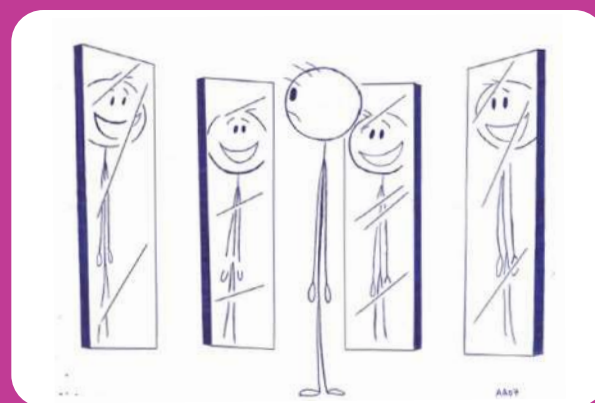
- Dr. Siva Gopal Thaiyalan, Senior Lecturer, SUSS

”

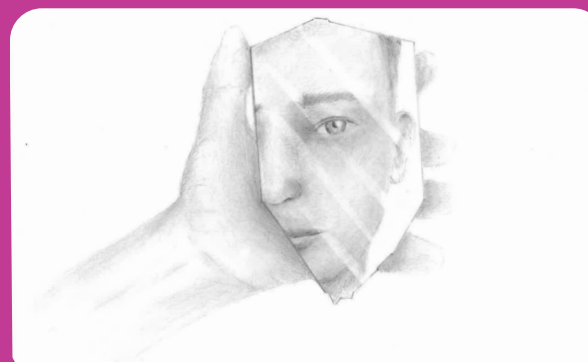
While only the top eight participants in each category received prize vouchers ranging from \$100 to \$350, which were distributed to their nominated significant others in the community, every participant was recognised with a Certificate of Participation to acknowledge their effort and for having the courage to share their stories. SACA is honoured to feature these heartfelt pieces on our webpage, offering the community a glimpse into the voices, reflections, and journeys of the participants.



Drawing excerpt from the Advanced Category, 2nd prize essay



Drawing excerpt from the Advanced Category, 3rd prize essay, Degree In-care student Me Looking at My Best Self



Drawing excerpt from the essays



Poetry Writing Workshop

From May to June 2025, SACA partnered with Prison School and the SingLit Station to conduct a Poetry Writing Workshop for student-clients.

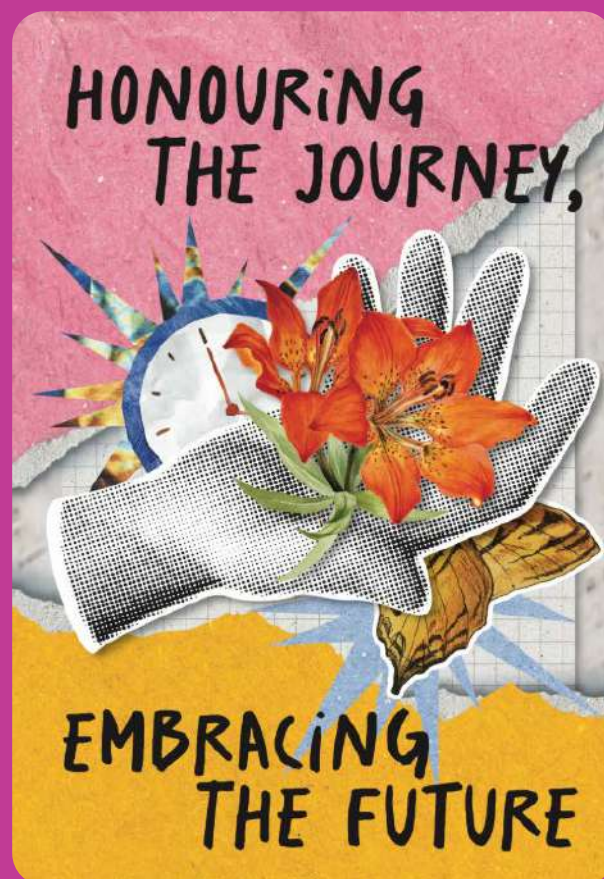
Using poetry as a medium for reflection, participants explored themes of identity, resilience, hope and personal transformation. The workshop encouraged them to process their experiences, express emotions creatively and develop greater confidence in sharing their stories.

The programme culminated in the publication of *The Journey*, a collection of poems that celebrated the participants' creativity, courage and growth. More than a publication, it stood as a testament to the transformative impact of education and creative expression in supporting reintegration.

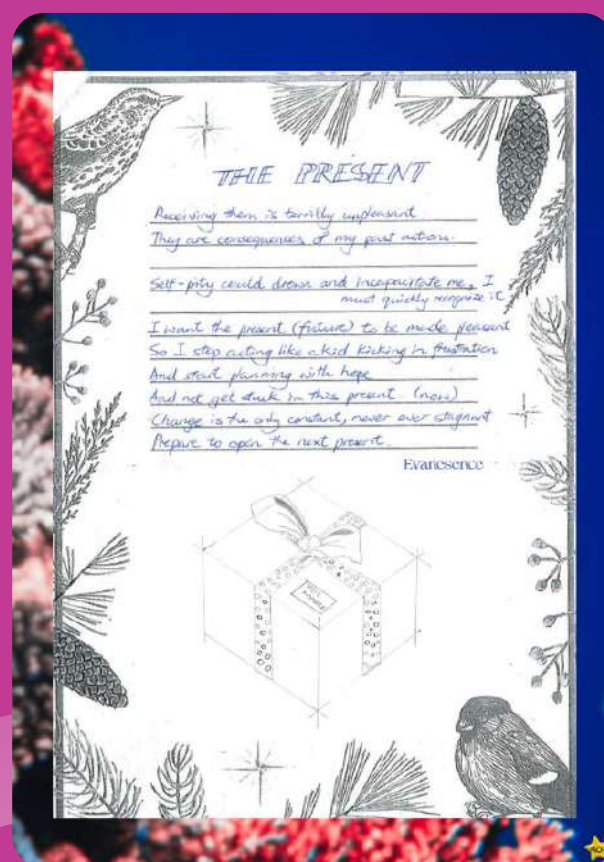
The Power of Education

Education opens doors to opportunity, but its impact extends far beyond the classroom. Throughout the year, ESP continued to empower student-clients with the knowledge, confidence and resilience to rebuild their lives. By investing in education, SACA remained committed to supporting lasting reintegration and enabling individuals to contribute positively to their families, workplaces and communities.

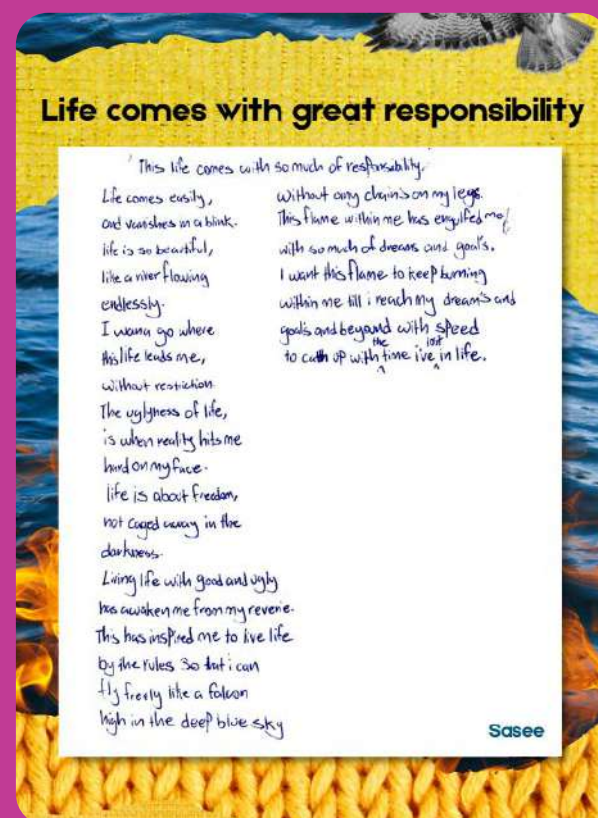




Cover of the zine publication 'Honouring The Journey, Embracing The Future'



Handwritten poems and drawings by our in-care students



Love Finds, not Found by Vivian

Love is not found in the Barbie and Ken's world,
Love finds you at your worst like a mirror
shattered into a million pieces.
Love is not found in the dark sky of Sirius,
Love finds you beneath the deepest Pacific
Ocean.

Love is not found in the laughter you share,
Love finds you in the splinters of sadness among
the twinkles.
Love is not found in the things you have in
common,
Love finds you in the forgiveness over differences.

Love is not found in the bliss it gives lovers,
Love finds you in the tragedy it embraces two
souls.
Love is not found in the 'I LOVE YOU, YOU LOVE
ME' language,
Love finds you in the ups and downs of a
relationship.

Love is not found in the warmth being touched,
Love finds you when you miss each other so
much.
My love is not found when I am finding love,
BoiShahrin's love finds me...soaring me up
above.

Outreach

Throughout the year, the ESP team collaborated with Desistor Network, Prison schools, and halfway houses to inspire desistors to envision and pursue their aspirations. Three sessions were conducted in institutions to encourage in-care students to turn their aspirations into actionable plans and to highlight the support systems available to them. By preparing them for the challenges ahead, the team reinforced the idea that with commitment, in-care students can take charge of their own stories and shape their futures.

In the community, 17 outreach sessions were conducted and the team engaged partners like halfway houses, rehabilitation specialists, and social service agencies to highlight education support, befriending services, and after-care resources. One-to-one consultations provided personalised guidance, helping each individual connect their experiences and interests to meaningful opportunities.

Looking ahead, the ESP team is excited to strengthen partnerships and expand the programme’s reach, empowering more individuals to embrace positive change and build brighter futures.

“

The support that helped me rebuild my life is what I now hope to pass on to others.

- Wayne (pseudonym) 39, LFEAS recipient, Mentor - Final year degree student-client

After I was released from prison, I went through a period where everything felt uncertain and pointless. I lost motivation, stopped my studies, and struggled to see any purpose in moving forward. However, I eventually realised that while I could not change my past, I could still choose my next step. I returned to my studies, and today I am close to graduating, which motivates me to help others who have walked a similar path as myself.

”

“

True mentoring is a shared journey, as we develop others; we discover a better version of ourselves.

- Farhan (pseudonym), 39, SUS recipient, Mentor - Final year diploma student-client

Learning is a lifelong journey that every opportunity has room for growth and development. You will most likely take up any offer that is presented to you if you have that mind-set.

”

“

With God’s grace and the support I received from the community agencies, I am no longer defined by my past, but by the choices I make to grow each day.

- Joanne (pseudonym), SUS recipient, Completed Diploma in social services

I went through a period in my life where I felt lost and overwhelmed, and I made certain choices just to cope. It was not easy to break out of that cycle. However, through God’s grace and the support around me, I began to see that change is possible. Step-by-step, I am learning to take responsibility, make better decisions, and move towards a healthier and more purposeful life. I am still growing, but today I am more hopeful and grounded, and I want to continue becoming a better version of myself.

”

ESP Statistics

16

Number of students have benefitted from Lee Foundation Education Assistance Scheme (LFEAS)

6

New Clients



4

Male



2

Female

10

Carried over from previous FY



10

Male



0

Female

\$38,140

was approved for disbursement

\$32,845 - course fees

\$2,180 - book grants

\$280 - exam fees

\$234 - school miscellaneous fees

\$2,600 - as good grades incentives

412

Total Instances of Assistance



Counselling
Sessions
275



Tuition
Support
63



Workshops &
Activities
52



I&R Services
3



Financial
Assistance
4



Mentoring
2



Others
(Befriending)
13

21

Number of students have benefitted from
Skills Upgrading Scheme (SUS)

20

New Clients



20
Male



0
Female

1

Carried over from
previous FY



1
Male



0
Female

\$16,037

was approved for
disbursement

\$15,066 - course fees

\$960 - book grants

\$10 - school miscellaneous fees

25

Student-clients benefitted from the
Living & IT-Support Allowance

14

LFEAS recipients

11

SUS recipients

\$44,770

Disbursed

\$29,120 to LFEAS recipients

\$15,650 to SUS recipients

94

Tuition sessions were
conducted (both Zoom
and in-person)

2 A-Level student-clients

3 O-Level student-clients

4 N-Level students-clients

Volunteer Aftercare Programme

Building Bridges, Empowering Change

Successful reintegration extends beyond release from prison—it requires positive relationships, encouragement and a supportive community. Through the VAP programme, SACA mobilises trained volunteers to provide pro-social support that empowers clients to navigate the challenges of reintegration with confidence and hope.

By fostering meaningful relationships built on trust, empathy and encouragement, volunteers help clients strengthen their resilience, rebuild family connections and remain motivated towards positive change. Whether through befriending, mentoring or family support, VAP complements professional casework by creating a strong network of community support that encourages sustainable reintegration.

VAP initiatives include:

- Befriending
- Interest-Based Befriending
- Initiative for Incarcerated Mothers and Affected Children (IIMAC) and Early Triage Process (ETP)
- Family Befriending

Befriending

Positive social support plays a vital role in helping clients rebuild their lives after incarceration. Through Befriending, volunteers journey alongside clients before and after their release, providing consistent encouragement, emotional support and practical guidance as they adjust to life in the community.

By fostering trusted relationships and reducing social isolation, the programme helps clients remain focused on their reintegration goals while strengthening their confidence to move forward positively.

Interest-Based Befriending

Shared interests provide meaningful opportunities to build trust and social connections. Interest-Based Befriending matches volunteers with clients through common hobbies and activities, creating a natural environment for friendships to develop.

Through initiatives such as Stories & Friends, arts-and-crafts sessions, public speaking and storytelling activities, volunteers encouraged clients to express themselves, build confidence and reconnect with their families and the wider community.



Initiative for Incarcerated Mothers and Affected Children (IIMAC) and Early Triage Process (ETP)

Strong family relationships play an important role in successful reintegration, particularly for incarcerated mothers and their children.

The Initiative for Incarcerated Mothers and Affected Children (IIMAC) provides practical and emotional support to affected families, helping children maintain meaningful connections with their mothers while ensuring caregivers receive timely assistance.

Complementing this, the Early Triage Process (ETP) identifies families requiring additional support and facilitates early intervention. Through volunteer outreach and coordinated community support, families receive timely assistance that strengthens resilience, promotes family stability and reduces the long-term impact of incarceration on children.

Family Befriending

Families play a pivotal role in an individual's reintegration journey. While clients navigate the challenges of rebuilding their lives, family members often require support as they adjust to changing relationships and new responsibilities. Family Befriending extends SACA's pro-social support beyond clients to their loved ones, recognising that stronger family relationships contribute to more positive reintegration outcomes. Through regular engagement, volunteers offer encouragement, practical support and emotional reassurance, helping families build resilience, strengthen communication and journey towards healing together.



VAP Training

Pre-Service Training

Well-trained volunteers are essential in delivering meaningful pro-social support. Pre-Service Training equips volunteers with the knowledge, practical skills and confidence needed to journey effectively alongside clients.

In January 2026, 16 new volunteers completed the redesigned Pre-Service Training programme, which adopted a blended learning approach comprising virtual learning and in-person sessions. Through role-plays, case discussions and practical exercises, volunteers strengthened their understanding of SACA's work and developed the skills required to support clients with empathy and professionalism.



“

The trainers and facilitators did an excellent job keeping us engaged with the topics while delivering the importance of the training content.

- Anonymous, participant from PST Batch 39, January 2026.

”

“

Very interactive training with role-play sessions, and presenters used real life experiences to demonstrate how to apply the skills. Thank you, SACA team!

- Judy, participant from PST Batch 39, January 2026.

”



Psychological First Aid

In April 2025, SACA partnered the Singapore Emergency Responder Academy to conduct a Psychological First Aid workshop for volunteers.

The workshop equipped volunteers with practical skills to recognise signs of distress, respond with empathy and provide appropriate emotional support to clients facing difficult situations. These competencies strengthened volunteers' ability to journey alongside clients with greater confidence and care.



VAP Events

Volunteers Bonding Session: Perfume-Making Workshop

Strong volunteer relationships contribute to a stronger support network for clients. In June 2025, volunteers came together for a perfume-making workshop that provided an opportunity to connect, recharge and strengthen friendships beyond their volunteering roles.

The session reinforced the importance of volunteer well-being, recognising that supported and connected volunteers are better equipped to provide meaningful support to clients.



Appreciation Night 2025

SACA's annual Appreciation Night for volunteers was held on 10 October 2025 at Concorde Hotel, bringing together more than 150 volunteers, partners, and SACA staff in a joyous and celebratory occasion. Set against a vibrant Bollywood theme, the evening was lively and exuberant. Guests enjoyed the henna booth and the nostalgic kacang puteh stations during the cocktail. The night opened with an energetic Bhangra performance to welcome our Guest of Honour, Chief Justice Sundaresh Menon. A key highlight of the night was a surprise farewell segment for SACA's long-serving, outgoing Chairman, Mr Jeffrey Beh, who devoted more than 40 years to aftercare efforts.



A surprise video was screened where industry partners and former SACA staff conveyed their well wishes to Mr Beh. A heart-warming token of appreciation filled with thoughtful and touching messages from volunteers, partners, and staff was presented to Mr Beh as a tribute to his unassuming and empathetic leadership. The evening recognised outstanding service, celebrated leadership and expressed gratitude to individuals whose compassion and generosity continued to make a meaningful difference in the lives of clients and their families.



Open House for Volunteers

On 27 March 2026, SACA welcomed volunteers to an Open House that provided updates on the organisation's developments and future direction.

Beyond sharing programme updates, the session created opportunities for volunteers to exchange experiences, learn from one another and strengthen their shared commitment to supporting clients in their reintegration journey. The gathering reinforced the important role volunteers play as partners in building a more inclusive and supportive community.

“

She is caring and always shows concern. She is also a good listener and is constantly encouraging and checking-in on me.

- Nayla (pseudonym),
on Befriender Siti Faizah

”





James Stephen Foo

James has been a SACA volunteer since 2019. He is driven by a strong belief in giving back to the community and supporting individuals on their journey towards reintegration. He believes that everyone deserves a second chance, and that meaningful change begins with empathy, encouragement, and consistent support.

Guided by what his parents have always said to him, that it is more blessed to give than to receive (施比受更为有福), James finds purpose in contributing his time and effort to uplift others. To him, volunteering is not just about offering help, but also about building connections, restoring confidence, and walking alongside others as they rebuild their lives. He finds his fulfilment from this rewarding volunteering experience, which is often beyond what words can fully express.

Outside of his volunteer work, James enjoys travelling and exploring new places, appreciating different cultures and perspectives. He also values simple and quiet moments, such as relaxing in a cosy café with a good cup of coffee, taking time to recharge and reflect. These moments allow him to return to his volunteer work with renewed energy and a continued passion to make a difference.

What Our Clients Say About Their Befriender:

“

His e-letters are helpful as I don't have many friends outside. I appreciate that he is willing to listen to me.

- Yusri (pseudonym),
on Befriender Calvin Yeo

”



Jeffrey Cheng

Like James, Jeffrey has also been volunteering with SACA since 2019, and the journey has been a deeply meaningful one for him. Jeffrey is motivated by a desire to help people achieve their goals and purpose and regain a sense of wholeness in their lives. SACA's mission to empower and support ex-offenders in reintegrating into society resonates strongly with his personal values.

Through volunteering, Jeffrey has witnessed many individuals' genuine desire to improve themselves and change for the better. Their journeys are often complex, and lasting change requires the support of family, friends, and a strong network of community around them. This has made Jeffrey appreciate SACA's support for its volunteers – through training and development to constantly keep up with the changing landscape, as well as events that bring volunteers together to learn, share and grow together.

In his free time, Jeffrey enjoys taking nature walks, which he finds calming and grounding. He also enjoys reading books that offer fresh perspectives and deepen his understanding of people and life. These quiet moments of reflection help him to be more mindful, empathetic, and open.

“

I appreciate and am grateful that my befriender takes the time and effort to provide me with the support and help when I was in prison.

- Benny (pseudonym),
on Befriender Jimmy Chew

”

VAP Statistics



Volunteers
203



Clients and Families Assisted/Befriended Through Family Befriending
5



Clients and Families Helped
695



Clients Found Support Through Befriending
290



Total Clients and Families Helped Through IIMAC & ETP
405



Training

Mobilising a Wider Community Through Training

SACA recognises the importance of mobilising community partners and society-at-large to support ex-offenders. One of its long-term endeavours is to grow the capacities of volunteers and professionals in the correctional and aftercare sector and beyond. SACA is well equipped to provide quality training as we have been nurturing and training our pool of over two hundred volunteers, Case Managers and Social Workers since 2000.

Volunteer Case Officer (VCO) E-Learning Courses

SACA continues to play an active role in advancing the rehabilitative competencies of professionals and volunteers in the correctional and aftercare sector.

Singapore Prison Service awarded a contract to SACA in March 2025 to develop four e-learning courses for their Volunteer Case Officers (VCOs). The four e-learning topics are designed and contextualised to prepare VCOs for their work with supervisees in community supervision programmes. 47 participants attended the four e-learning courses. Through the course, VCOs are expected to:

- Be equipped with foundational knowledge in working with offenders, ex-offenders, and their families
- Acquire confidence in applying the knowledge in their case management and prosocial support with supervisees, and
- Be prepared for future classroom teaching and intermediate courses

The four VCO e-learning courses are:

- Building Collaborative Relationships
- Case Management Support
- Engaging Families
- Managing Crisis in the Community

What our participants shared about the VCO e-learning courses:

“

I like how the materials are being structured to aid learners' understanding of the materials.

- A learner from Managing Crisis in the Community module shared one aspect of the course that learner likes

“

It was helpful in understanding my strengths and my readiness to engage with the supervisee's family.

- A learner from Engaging Families module shared one immediate application from the module

“

I now understand the need to create a safe and conducive environment during engagement sessions with clients. For example, Coffee shops, fast food restaurants and cafe settings might not be suitable as these environments may cause distractions.

- A learner from Managing Crisis in the Community module shared one immediate application from the module

“

I like the reflections and quizzes segments, as these segments help to consolidate my learning.

- A learner from Case Management Support in the Community module shared one aspect of the course that learner likes

“

I like both the formative and summative assessments to check in on my understanding of what I have learnt and what I can practice.

- A learner from Building Collaborative Relationships module shared one aspect of the course that learner likes

Collaboration with Singapore Prison Service (SPS) and Singapore University of Social Sciences (SUSS)

In 2021, SACA embarked on a meaningful collaboration with SUSS and SPS to develop a series of e-learning courses hosted on the SUSS UniLEARN platform. Officially launched in February 2024, the courses reflect a shared commitment to strengthening rehabilitation and reintegration efforts through greater knowledge-sharing, professional development, and community education. Through these courses, participants gain a deeper understanding of the complex challenges faced by individuals and families navigating reintegration, while equipping themselves with practical approaches to provide meaningful support.

Designed for volunteers, social service practitioners, and professionals working closely with clients and their families, the courses also serve to foster greater public awareness and understanding of rehabilitation and reintegration. By making such knowledge more widely accessible, the initiative contributes towards building a more informed, compassionate, and supportive community for individuals seeking a second chance.

Upcoming Development

In addition to SACA's continued delivery of e-learning and bespoke courses, the organisation is collaborating with Singapore Prison Service and SUSS Academy to develop certification programmes for professionals and volunteers in correctional rehabilitation. These programmes aim to strengthen competencies within the sector and promote more informed and effective rehabilitation and reintegration support.

The initiative also extends to ex-offenders serving as peer supporters, motivational speakers, and in other rehabilitative capacities, recognising the value of lived experience in supporting change and reintegration. To better understand the training needs of these groups, SACA and SPS conducted an online survey in January 2026. Following the survey, SACA and its partners are now focused on developing a responsive curriculum informed by the insights gathered.





Training of FITRAH Volunteers

FITRAH engaged SACA to conduct a one-day training on 17 May 2025 for their volunteers on the topic, Befriending in the Context of Culture and Religion. As with the previous run, the course was well received by participants. Here are some quotes from the participants:

"I loved how engaging and lively the training was; it kept us engaged the whole day!"

"The refresher course is so useful to deepen my existing knowledge"

"Topics that are covered are very applicable and relevant and can be used for future reference"

"Training was conducted in a fun manner. There was a friendly collaborative effort between trainers and participants"

Training Statistics

430

Participants explored online learning through the SUSS UniLEARN platform

Courses:

- Befriending for Reintegration: Making Connections for a Fresh Start
- Correctional Case Management
- Correctional Landscape and Rehabilitation Approaches
- Counselling Practice in Institutional and Community Corrections
- Group Facilitation Skills
- RNR Approach to Offender Rehabilitation in Singapore
- Substance (Alcohol and other Drugs) Addiction
- Understanding Offenders in the Context of Family

18

Volunteers from FITRAH attended the "Befriending in the Context of Culture and Religion" training

Staff & Organisational Development

Staff Well-being

In 2025, SACA introduced the iWorkHealth Survey to better understand staff well-being and identify areas where additional support may be needed. Supervisors also conducted informal check-ins with staff to gain deeper insights into how they were coping with work demands and managing their responsibilities.

The feedback highlighted challenges such as administrative workload, managing complex cases, and balancing multiple responsibilities. At the same time, staff demonstrated resilience by adopting positive coping strategies, including taking regular breaks, prioritising tasks, setting healthy boundaries, and drawing support from both workplace and personal networks.

To help staff manage their work better, practical changes were considered and implemented. These changes are:

- **Scribe:** The utilisation of a transcribing tool to help with administrative tasks and to save time.
- **Duty Office System:** With effect from May 2026, the responsibility will be shared among 21 staff instead of only 5 staff from the core team.
- **Time-Off /Leave Process:** Staff now have greater flexibility and longer time frame to utilise their time-off and for leave request.

These steps are part of SACA's commitment to create a supportive workplace where staff can manage their responsibilities effectively and prioritise their well-being.

Professional Competencies

Over the past year, two practice guides were developed to support ongoing professional development for staff:

- **Counselling and Case Management Guide**
This guide offers case managers, social workers, and other professionals supporting SACA beneficiaries a practical and accessible set of strategies for assisting clients and their families. It provides a solid foundation for those new to the field and promotes effective approaches to counselling and case management within the correctional and aftercare sector.
- **Motivational Interviewing (MI) Assessment Tool**
Motivational Interviewing focuses on listening, understanding, and helping clients identify their own motivations rather than directing them.

This tool helps staff support clients in making positive changes by reflecting on recent sessions or discussing insights during supervision. It can be used selectively to target the most relevant aspects of a case, either individually or with a supervisor, enabling staff to continuously develop their MI skills.

Together, these tools and enhancements reinforce SACA's commitment to client-centric practices and ongoing professional development for staff.

Moving forward, the Staff Development team hopes to explore more avenues to enhance staff's work-life integration.

Specialisation Tracks for Deepening Knowledge

As part of SACA's commitment to supporting the professional development of its staff, the Professional Intervention Specialisation Tracks were implemented in 2020. These specialised tracks provide Case Managers (CM) and Social Workers (SW) with at least three years of professional experience in case management, the opportunity to deepen their expertise and specialise in a specific clinical area. Currently, SACA offers three areas of specialisation:

- Mental Health Specialisation Track (MHST)
- Family Specialisation Track (FST)
- Addiction Specialisation Track (AST)

Staff enrolled in these tracks are sponsored to attend relevant training programmes that equip them with advanced clinical competencies and specialised knowledge in their chosen field. Beyond developing their own expertise, staff members in the specialisation tracks are also encouraged to take on supervisory and mentoring roles to support colleagues involved in casework.

These opportunities challenge staff to extend the application of their advanced knowledge beyond their direct client work by initiating and contributing to efforts that strengthen the organisation's overall clinical capabilities. Ultimately, this enhances SACA's ability to support clients and their families more effectively through higher standards of professional practice.



Mental Health Specialisation Track (MHST)

The MHST offers staff opportunities to deepen their understanding of the wide range of mental health conditions present in today's world. When staff have a better understanding of these conditions, they can be better equipped to help clients and provide or recommend appropriate professional support. Since the implementation of MHST, the team has organised various initiatives to help staff enhance their understanding on mental health conditions.



Learning Journey to Institute of Mental Health

On 28 August 2025, the MHST team organised a Learning Journey to the Institute of Mental Health (IMH) SACA's team of Case Managers (CM). The objective of the learning journey was to learn about IMH's clinical practices and intervention approaches, as well as to explore potential collaboration aimed at ensuring clients continue to attend the follow up treatment sessions, after their release from prison.

In order to enhance CM's capabilities in working with clients with Borderline Personality Disorder, SACA engaged trainers from IMH to facilitate a 1.5-day of training workshop on 28 January 2026. The CMs benefited from the trainers' shared expertise and found the use of a case study particularly helpful in developing their application skills.

Family Specialisation Track - FST

Building on last year's momentum, the Family Specialisation Track (FST) team continues to deepen Caseworkers' proficiency and knowledge in applying systemic frameworks to counselling and family case management.

A highlight of the year was a clinical sharing session in May 2025 by Ms. Charlotte Stephen, Principal Counsellor at SINDA, who offered valuable insights into systemic practice. Following this, the FST team actively facilitated engagement sessions to support staff, which included peer-led reviews of complex family cases, as well as dialogues to address practice challenges and celebrate successes. To further institutionalise these skills, the team is developing a Family Engagement Guide to complement the recently launched Counselling and Case Management Practice Guide.



Ms Stephen having an interesting discussion with a SACA Case Manager on the use of systemic practice



Everyone feeling confident and energised after Ms Stephen's meaningful session



Listening to Ms Stephen's sharing, reflecting and taking notes

The FST team hopes to explore more opportunities for CMS to deepen Caseworkers' proficiency and knowledge in applying systemic frameworks to counselling and family case management.

Addiction Specialisation Track (AST)

SACA's Addiction Specialisation Track (AST) focuses on strengthening Addiction practice through capacity building, knowledge sharing, and collaboration. Through its ongoing work, AST aims to enhance both individual practice and collective impact in supporting clients towards sustained recovery.



Collaboration with HUFU – Empowering Recovery and Youth

SACA's partnership with HUFU continues to strengthen support for Muslim women in recovery, providing a safe space for connection, reflection, and growth.

Monthly support group sessions remained a key pillar, offering participants a platform to share experiences and build resilience. Discussions covered topics such as relapse prevention, family relationships, coping with trauma, and sustaining long-term abstinence - fostering mutual encouragement and peer support.

Active Lifestyles & Community Engagement

Beyond group sessions, participants stayed actively engaged through monthly netball training, at Kallang Netball Centre. Friendly matches and mixed netball carnivals in September and November 2025 brought out strong teamwork and confidence.

As part of wider collaboration efforts, HUFU also hosted the Desistor's Network Elect for a learning journey during an outdoor family bonding session at Marina East Bridge. In addition, SACA's AST team facilitated a Town Hall sharing by HUFU for Prisons officers and personnel (CRS) from Community Corrections, Mandatory Aftercare Scheme (CMAS) on 26 November.



New Development - Expanding Impact: HUFY Youth

In 2025, HUFY broadened its outreach with the launch of HUFY Youth, supporting youths with parents involved in the criminal justice system. This initiative, aims to build confidence, life skills, and pro-social engagement among young participants.

The programme kicked off with participation in netball trainings and match in November 2025, alongside volunteering opportunities. It also offers structured support through leadership training, mentoring, and learning journeys. The first youth session in February garnered 10 participants for an interactive workshop on presentation skills and confidence building.

Looking ahead, HUFY youth will continue to grow through structured support sessions and learning journeys, with the aim of nurturing and uplifting the next generation.

Growing Together: Strengthening Practice and Impact

SACA's Addiction Specialisation Track (AST) team continued to support HUFY by facilitating group sessions, strengthening programme delivery while enhancing its expertise in group facilitation, peer-led interventions and addiction practice.

The partnership fostered shared learning and strengthened both organisations' capabilities in delivering effective, community-based addiction support.

Looking ahead, SACA's AST team will continue to build sector capabilities through training, knowledge sharing and collaboration, while supporting the development of peer leaders, exploring structured group work models and strengthening cross-agency partnerships to enhance addiction care and intervention.

Staff Welfare – For Staff, By Staff

People are at the heart of SACA's work, and the Staff Welfare Team (SWT) plays an important role in fostering a positive, supportive and engaged workplace. Throughout the year, SWT organised a range of initiatives that promoted staff well-being, strengthened team cohesion and encouraged a culture of appreciation.

To support employees' physical well-being, SWT organised a wellness talk by a certified physiotherapist, equipping staff with practical knowledge on preventing and managing common neck and shoulder discomfort, while encouraging healthier workplace habits.

Recognising the importance of social connection, SWT also organised activities that provided opportunities for staff to unwind, build relationships and strengthen teamwork beyond their day-to-day roles. These included a lively scavenger hunt around Chinatown, which encouraged collaboration and problem solving, as well as the Angel & Mortal initiative, which fostered a culture of kindness, appreciation and mutual support through thoughtful acts of encouragement.

SWT also recognised the role that shared meals and celebrations play in bringing people together. Festive treats for occasions such as Hari Raya Puasa and Deepavali, together with a team lunch following the completion of the office renovation, created opportunities for staff to connect, celebrate milestones and strengthen workplace camaraderie.

Through these initiatives, SWT continued to nurture an inclusive and supportive workplace where staff felt valued, connected and empowered to thrive together.



Through these efforts, SACA remains committed to nurturing a supportive and caring environment for our staff, recognising that their well-being is essential to the work we do. Moving forward, we hope to continue strengthening staff engagement and well-being. This will ensure staff are well supported as they carry out their important work in guiding clients on their rehabilitation and reintegration journeys with compassion and dedication.



Events and Partnerships

Office Renovation and Workplace Transformation – The Big Move

In 2025, SACA undertook a major office renovation, its first significant upgrade in over two decades to transform the space to better support both beneficiaries and staff in a more welcoming and functional environment. The renovation aimed to modernise infrastructure, optimise space utilisation, and create a more collaborative and adaptable work environment to better support service delivery and staff collaboration.

Key changes included the relocation of training area and other outward-facing functions to Level 1 for improved accessibility. Internally, the introduction of open, flexible workspaces and expanded workstations has strengthened collaboration and operational efficiency. The upgraded environment, designed with staff well-being in mind, features brighter, more welcoming spaces, complemented by enhanced technology to support hybrid training, meetings, and service delivery.

Fundraising for this project posed unique challenges, as infrastructure upgrades are less commonly supported than direct programme funding. Nonetheless, with the generous support of funders such as the Lee Foundation, alongside organisations that contributed pro bono services, the project was successfully executed.

We are deeply grateful to the individuals and partners who made this renovation possible through their generosity and expertise:

- **Mr. Johnny Goh**, for his invaluable support in connecting SACA with donors, sponsors and industry partners for our refurbishment project.
- **Savills (Singapore) Pte Ltd**, for their generous pro bono Project Management services.
- **DLS Consultancy Pte Ltd**, for their pro bono Quantity Surveyor services.
- **ID21**, for their pro-bono Project Design services.
- **Rigel**, for sponsoring all sanitary fittings and fixtures for the building.

“

The Big Move: Reflection from the Planning Team IC

The packing, moving out and moving back in, was more than a logistical exercise—it was a collective effort that brought staff together with a shared purpose. From packing and coordinating the move to settling into our newly renovated workspace, everyone contributed to making the transition a success.

Despite the challenges, the experience strengthened teamwork, resilience and camaraderie, reminding us that our greatest achievement was not simply moving into a new office, but doing it together.

”



SACA Official Reopening

On 6 February 2026, SACA marked a significant milestone with its official reopening ceremony, following a complete renovation and refurbishment of its space at 81 Dunlop Street. SACA's Patron, Chief Justice Sundaresh Menon, graced the occasion as Guest of Honour.

A key highlight of the ceremony was the unveiling of SACA's refreshed logo, symbolising a renewed commitment to our mission of supporting reintegration and second chances. Chief Justice and SACA's Chairman, Dr Prem Nair did the honour of unveiling the refreshed logo. The programme also featured a heartfelt sharing by the HUFI team, who spoke about SACA's meaningful collaboration with HUFI, a desistor start-up group. It was a witty, yet heartwarming sharing as the ladies reflected on the collaboration and shared their hopes for the future.

Adding a special touch to the occasion, freshly harvested vegetables were presented to the Guest of Honour by the CEO of Singrass, and all guests received a pack of vegetables to take home—reflecting themes of growth, renewal, and community.

The event was a meaningful and uplifting one, and SACA remains deeply grateful for the continued support of our agency partners, community stakeholders, and dedicated volunteers.



Study Visit by Royal Thai Department of Corrections Delegation – Advancing Knowledge Exchange in Reintegration

On 16 July 2025, SACA welcomed a delegation from Thailand's Department of Corrections as part of a study visit to learn about Singapore's "Throughcare" approach to offender rehabilitation and community reintegration.

The visit provided a valuable platform for knowledge exchange, allowing SACA to share its holistic reintegration model and the collaborative efforts that support individuals beyond incarceration. Through presentations and discussions, the delegation gained insights into SACA's key programmes, including CMS, ESP, VAP and IIMAC, each of which plays a complementary role in supporting clients' reintegration journeys.

SACA also shared its collaboration with HUF1, highlighting the role of community partnerships and peer support in promoting recovery, personal growth and sustained reintegration.

The study visit reinforced the importance of cross-border collaboration and the exchange of best practices in advancing offender rehabilitation. By fostering meaningful partnerships and shared learning, such engagements contribute to strengthening reintegration efforts and improving outcomes for individuals, families and communities.



CARE Network (CN) Summit 2025

CN Summit 2025, themed "GROWing Together, Empowering Change," was held at Parkroyal Collection Marina Bay on 24 July 2025. Marking the 25th anniversary of CN, the summit celebrated its achievements and those of its partners in driving positive change for ex-offenders. Held in conjunction with CPRS, a platform dedicated to fostering a learning community, the summit featured presentations and posters displaying services, programmes, and research conducted by community agencies and students in collaboration with the Singapore Prison Service (SPS).

SACA was proud to contribute to the summit with a submission under the sub-theme, "Building Community Connections." Titled Empowering Recovery: SACA's and HUF1's Journey in Supporting Muslim Women in Substance Addiction Recovery, the submission showcased SACA's partnership with HUF1 and highlighted how community collaboration and structured support can strengthen recovery, foster meaningful connections and promote successful social reintegration.



Beyond the presentation, the summit also provided a valuable platform for networking and fostering potential collaborations with other organisations and community partners, further strengthening collective efforts within the sector.

Singapore Prison Service (SPS) Volunteer Awards Ceremony 2025

SACA was awarded the Journey Shield Token at the Singapore Prison Service (SPS) Volunteer Awards Ceremony on 8 August 2025 – The Journey Shield Token serves as a recognition for organisations that have collaborated with SPS for more than a decade. The award was presented by Associate Prof Muhammad Faishal Ibrahim, Acting Minister-in-charge of Muslim Affairs and Senior Minister of State, Ministry of Home Affairs. The award reflects not just years of collaboration but a shared commitment to walk alongside our clients and families with empathy and the belief that every individual deserves the chance to rebuild. The ceremony also brought together partners and volunteers, united in a common purpose of supporting reintegration through care and compassion.



The event was especially meaningful with the presence of both SACA staff and Volunteer Aftercare Officers (VAOs), who received the Long Service Award. Much of their work happens quietly behind the scenes - journeying with clients, listening without judgement, and offering encouragement when hope feels distant.

Held on the eve of National Day, the ceremony closed with a heartfelt rendition of Stand Up for Singapore, a reminder that building a stronger society is a collective effort - one that calls for empathy and care for those on the margins.



Resource Specialist for the Youth Corps Community Awareness Programme

On 2 July 2025, SACA participated in the Youth Corps Community Awareness Programme organised by the National Youth Council, continuing a longstanding partnership that provides youths with greater awareness of community issues and social services in Singapore. Representing SACA at the session were SACA Director Mr. Prem, the Communications Manager, and a client guest speaker, Mr. D.

During the session, Mr. Prem delivered a thought-provoking presentation on drug-related offences in Singapore, the prison population, recidivism rates, and the importance of reintegration work in supporting ex-offenders and their families. His sharing sparked meaningful discussions and kept the youths actively engaged throughout the programme.



A particularly impactful segment of the session was the personal sharing by Mr. D, who spoke candidly about his experience of incarceration, release, recovery journey, and the support he received through SACA's programmes and services. His authentic reflections deeply resonated with the participants and offered valuable insight into the realities and challenges of reintegration.

The session concluded with an engaging Q&A segment, where youths raised thoughtful questions to better understand the reintegration process and the role of community support in helping individuals rebuild their lives. It was a meaningful and enriching session that fostered greater empathy, awareness, and understanding among the participants.

Collaboration with Wearnes Harley-Davidson Singapore (WHDS)

In August 2025, Wearnes Harley-Davidson Singapore (WHDS) collaborated with SACA to launch a meaningful T-shirt design competition titled Throttle Through Time. The competition was open to in-care inmates from the A4 and B4 clusters within the Singapore Prison Service (SPS).

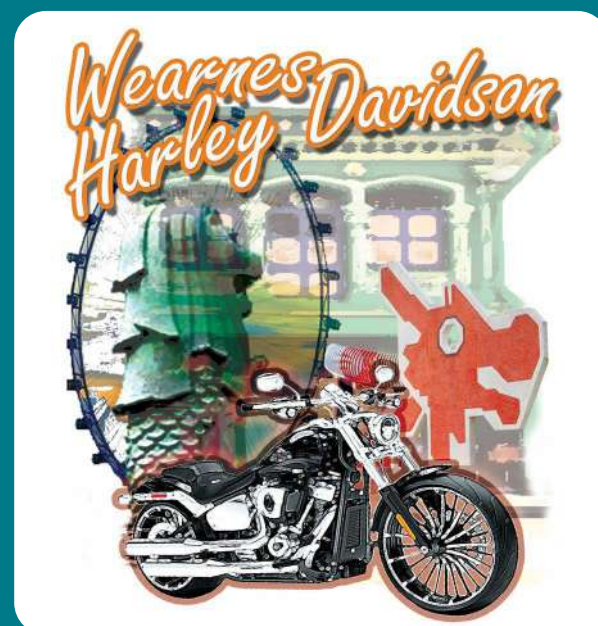
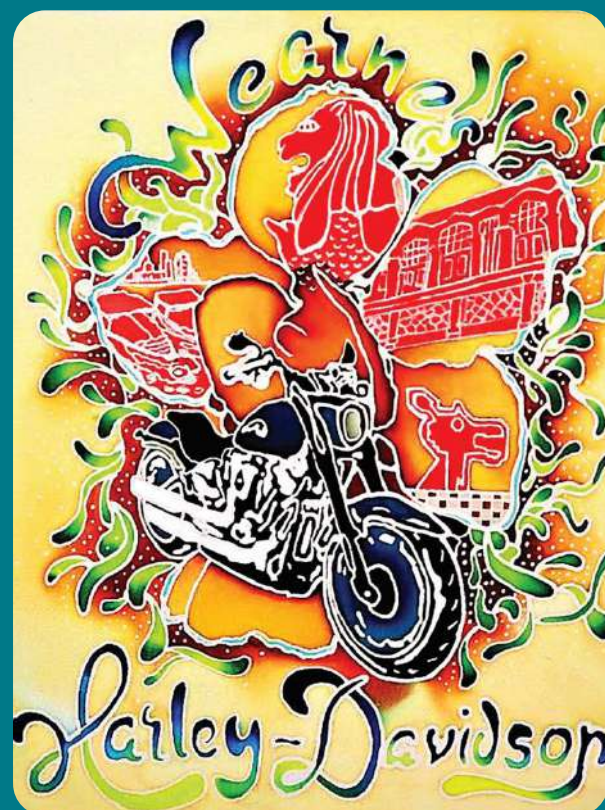
The initiative invited participants to create original T-shirt designs that reflected not only the spirit and identity of Harley-Davidson, but also Singapore's rich heritage and culture. Through this platform, inmates were given the opportunity to express their creativity, showcase their artistic talents, and contribute to a purposeful community collaboration.



The competition served as a meaningful engagement opportunity for the in-care inmates, encouraging self-expression, confidence-building, and positive participation through art and design.

Submissions were received from the participating inmates, each presenting unique interpretations of the theme, Throttle Through Time. WHDS is currently in the process of selecting the winning designs, which will subsequently be adapted and printed onto official T-shirts.

This unique collaboration reflects the shared commitment between WHDS, SACA and SPS in supporting rehabilitation, creativity, and community inclusion through meaningful initiatives.



Fundraising Initiatives

Yellow Ribbon-CARE Network Gala Dinner: Celebrating 25 Years of Transforming Lives

The Community Action for the Rehabilitation of Ex-offenders (CARE) Network celebrated its 25th anniversary with the Yellow Ribbon-CARE Network Gala Dinner at the Shangri-La Singapore on 20 September 2025. Mr. Edwin Tong, Minister for Law and Second Minister for Home Affairs, graced the event as the Guest-of-Honour.

The gala dinner, themed “Starlight Odyssey: 25 Years of Transforming Lives”, was hosted by Mr. Gurmit Singh and two desistors. More than 800 community partners, donors, sponsors, beneficiaries, and representatives from the CARE Network agencies attended the event to celebrate 25 years of transforming the lives of ex-offenders and their families.

Guests enjoyed musical performances by inmates from the Performing Arts Centre, prison officers, and students from LASALLE College of the Arts, University of the Arts Singapore and took part in a live auction of inmates’ artwork to raise funds for the CARE Network.

Collectively, CARE Network agencies raised approximately \$1.7 million to support aftercare efforts and programmes, enabling continued assistance for clients on their reintegration journeys

SACA extends its heartfelt appreciation to all donors for your continued generosity and unwavering support.



The CJ's Cup 2025 – Fundraising Futsal Tournament organised by Singapore Academy of Law (SAL)

Held on 12 April 2025, the CJ's Cup 2025 marked the 10th edition of the annual fundraising futsal tournament organised by the Singapore Academy of Law. Bringing together law firms, institutions and community partners, the tournament was filled with energy, camaraderie and friendly competition as teams battled it out on the futsal court for the coveted Cup.

As one of the beneficiaries of the event, SACA was heartened to not only receive support through the fundraising efforts, but also to participate in the tournament with a team comprising staff and clients. The event provided a meaningful platform for interaction, teamwork and encouragement, reflecting the spirit of inclusion and community support.

More than just a sporting competition, the CJ's Cup 2025 championed the importance of second chances and community reintegration. Through the tournament, participants and supporters came together in support of SACA's mission of helping ex-offenders rebuild their lives and reintegrate successfully into society.

SACA is deeply grateful to the Singapore Academy of Law for organising the tournament and raising funds in support of SACA's programmes and services. The continued partnership and support from the legal community and community partners are greatly appreciated as SACA continues its work in empowering lives and strengthening reintegration efforts.



Unlocking Future Horizons – Digital Fundraising Campaign

SACA launched its annual digital fundraising campaign, Unlocking Future Horizons, to raise funds in support of its programmes and services, as well as staff and operational needs. Reflecting its name, the campaign seeks to provide SACA's clients with opportunities for a better future as they embark on their reintegration journey and work towards rebuilding their lives.

Through the support garnered from the campaign SACA will be able to continue empowering clients and their families through programmes, counselling, case management and community support initiatives that promote successful reintegration into society.

SACA would like to express its heartfelt appreciation to the Lee Foundation for its generous donation towards the campaign. Their steadfast support will enable SACA to continue providing quality care and meaningful services to clients and their families, while strengthening SACA's mission of reintegrating lives and inspiring positive change.

SINGAPORE AFTER-CARE ASSOCIATION

(Registered in Singapore under the Societies Act 1966)

UEN No. S61SS0083L

AUDITED FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026

TAN & TEH

Public Accountants and Chartered Accountants Singapore

SINGAPORE AFTER-CARE ASSOCIATION

AUDITED FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

TABLE OF CONTENTS	PAGE
Statement by The Management Committee	1
Independent Auditor's Report	2 - 4
Statement of Income and Expenditure and other Comprehensive Income	5 - 14
Statement of Financial Position	15
Statement of Changes In Funds	16
Statement of Cash Flows	17
Notes to the Financial Statements	18 - 33

SINGAPORE AFTER-CARE ASSOCIATION

STATEMENT BY THE MANAGEMENT COMMITTEE

For the financial year ended 31 March 2026

In the opinion of the Management Committee:

- (a) the accompanying financial statements of the Society, as set out on pages 5 to 33 are drawn up so as to present fairly, in all material respects of the financial position of the Society as at 31 March 2026 and of the financial performance, changes in funds and cash flows of the Society for the year then ended; and
- (b) at the date of this statement, there are reasonable grounds to believe that the Society will be able to pay its debts as and when they fall due.

On behalf of the Management Committee:



Prem Kumar Nair
Chairman



Achuthappa S/O Kothandaraman
Honorary Treasurer



Lim Lee Ching
Honorary Secretary

Date: 5 August 2026

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF SINGAPORE AFTER-CARE ASSOCIATION FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Singapore After-Care Association (the "Society"), which comprise the statement of financial position as at 31 March 2026, statement of income and expenditure and other comprehensive income, statement of changes in funds and the statement of cash flows of the Society for the year then ended, including material accounting policy information as set out on pages 5 to 33.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of the Societies Act 1966 (the Societies Act), the Charities Act 1994 and other relevant regulations (the Charities Act and Regulations) and Financial Reporting Standards in Singapore (FRSs) so as to present fairly, in all material respects of the financial position of the Society as at 31 March 2026 and of the financial performance, changes in funds and cash flows of the Society for the year then ended on that date.

Basis for Opinion

We conducted our audit in accordance with Singapore Standards on Auditing (SSAs). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Society 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 Committee is responsible for the other information. The other information comprises the Statement by the Management Committee set out on page 1.

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

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

**INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF SINGAPORE AFTER-CARE ASSOCIATION (CONTINUED)
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026**

Responsibilities of Management Committee for the Financial Statements

The Management Committee is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Societies Act, the Charities Act and regulations, 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 Committee is responsible for assessing the Society'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 Committee either intends to liquidate the Society or to cease operations, or has no realistic alternative but to do so.

The Management Committee's responsibilities include overseeing the Society'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 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 judgment 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 Society's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

**INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF SINGAPORE AFTER-CARE ASSOCIATION (CONTINUED)
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026**

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

- 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 Society'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 Society 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 Management Committee 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,

- (a) The accounting and other records required to be kept by the Society have been properly kept in accordance with the provisions of the Societies Regulations enacted under the Societies Act, the Charities Act and Regulations; and
- (b) There was no fund-raising appeals held during the year that should have been carried out in accordance with Regulation 6 of the Societies Regulations issued under the Societies Act and proper accounts and other records have been kept of the fund-raising appeal.

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

- (a) The Society has not used the donation moneys in accordance with its objectives as required under Regulation 11 of the Charities (Institution of a Public Character) Regulations; and
- (b) The Society has not complied with the requirements of Regulations 15 of the Charities (Institutions of a Public Character) Regulations.



TAN & TEH
Public Accountants and Chartered Accountants
Singapore

Date: 5 August 2026

Partner-in-charge: Tan Kia Yew
PA No. : 00855

SINGAPORE AFTER-CARE ASSOCIATION

STATEMENT OF INCOME AND EXPENDITURE AND OTHER COMPREHENSIVE INCOME

For the financial year ended 31 March 2026

2026

		Unrestricted Fund	Restricted Funds											Total
							Good Samaritan Reintegration Assistance Scheme	Education Support Programme	Financial Assistance Fund	Lee Foundation Education Scheme	General Education Fund	ISHK Tolaram Foundation Fund	Total Restricted Fund	Unrestricted Fund and Restricted Funds
	Note	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$
INCOME														
Program / Grant income														
Prison Funding	4	-	-	251,436	39,800	1,308,966	-	-	-	-	-	-	1,600,202	1,600,202
Yellow Ribbon Funding	4	-	-	-	-	-	-	-	12,000	-	-	-	12,000	12,000
After-Care Training		-	-	-	1,925	-	-	-	-	-	-	-	1,925	1,925
NCSS Funding - Charity Support Grant	4	15,000	-	-	-	-	-	-	-	-	-	-	-	15,000
Matching grant income	4	350,000	-	37,800	-	-	-	-	-	-	-	-	37,800	387,800
		365,000	-	289,236	41,725	1,308,966	-	-	12,000	-	-	-	1,651,927	2,016,927
Voluntary income														
Tax Deductible Donations:														
General Donations		28,830	-	-	-	-	-	-	-	-	-	-	-	28,830
Fundraising	5	112,300	-	239,000	-	-	-	90,000	-	150,000	-	-	479,000	591,300
Non-Tax-Deductible Donations:														
General Donations		728	-	-	-	-	-	-	-	-	-	-	-	728
Fundraising	5	187,376	-	5,500	-	-	-	-	-	-	-	-	5,500	192,876
		329,234	-	244,500	-	-	-	90,000	-	150,000	-	-	484,500	813,734

The accompanying accounting policies and notes form an integral part of these financial statements

SINGAPORE AFTER-CARE ASSOCIATION

STATEMENT OF INCOME AND EXPENDITURE AND OTHER COMPREHENSIVE INCOME

For the financial year ended 31 March 2026

2026 (Continued)

	Unrestricted Fund	Restricted Funds												Total
		Good Samaritan Reintegration Assistance Scheme												Unrestricted Fund and Restricted Funds
		Education Support Programme	Financial Assistance Fund	Lee Foundation Education Scheme	General Education Fund	ISHK Tolaram Foundation Fund	Total Restricted Fund							
Note	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$						
Other income														
Employment Credit and CPF-Transition Offset	415	-	-	-	-	-	-	-	415					
Interest earned on Fixed Deposit	386	-	-	-	-	-	-	-	386					
Investment Income - SACA A/C 2	-	-	-	-	-	-	124	-	124					
Membership fees	200	-	-	-	-	-	-	-	200					
Rental of premises	7,453	-	-	-	-	-	-	-	7,453					
Wage Credit Scheme	6,497	-	-	-	-	-	-	-	6,497					
Miscellaneous Income	38,534	-	-	-	-	-	-	-	38,534					
	53,485	-	-	-	-	-	124	-	53,609					
TOTAL INCOME	747,719	-	533,736	41,725	1,308,966	-	90,000	12,000	2,884,270					

The accompanying accounting policies and notes form an integral part of these financial statements

SINGAPORE AFTER-CARE ASSOCIATION

STATEMENT OF INCOME AND EXPENDITURE AND OTHER COMPREHENSIVE INCOME

For the financial year ended 31 March 2026

2026 (Continued)

	Note	Unrestricted Fund	Restricted Funds										Total	
		General fund	Renovation Fund	Volunteer After-Care Programme	Training	Case Management	Good Samaritan Reintegration Assistance Scheme	Education Support Programme	Financial Assistance Fund	Lee Foundation Education Scheme	General Education Fund	ISHK Tolaram Foundation Fund	Total Restricted Fund	Unrestricted Fund and Restricted Funds
		S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$
EXPENDITURE														
Operating expenses														
Aftercare Professionalisation		-	-	-	20,062	-	-	-	-	-	-	-	20,062	20,062
CMS Expenses		-	-	-	-	5,313	-	-	-	-	-	-	5,313	5,313
Education Support Services		-	-	-	-	-	-	10,625	-	-	-	-	10,625	10,625
General Education Fund Scheme		-	-	-	-	-	-	-	-	-	28,013	-	28,013	28,013
ISHK Tolaram Foundation Scheme		-	-	-	-	-	-	-	-	-	-	7,320	7,320	7,320
Lee Foundation Education Assistance Scheme		-	-	-	-	-	-	-	-	62,739	-	-	62,739	62,739
Salaries, bonuses and CPF		452,596	-	404,842	-	1,004,525	71,017	103,800	-	-	-	-	1,584,184	2,036,780
Staff welfare and training														
- Staff benefits		3,315	-	363	-	1,830	-	-	-	-	-	-	2,193	5,508
- Staff training and development		1,592	-	4,082	-	13,657	1,522	2,039	-	-	-	-	21,300	22,892
Volunteer Development & Recognition														
- VAP Expenses		-	-	8,127	-	-	-	-	-	-	-	-	8,127	8,127
- SACA Appreciation Nite		-	-	32,810	-	-	-	-	-	-	-	-	32,810	32,810
		457,503	-	450,224	20,062	1,025,325	72,539	116,464	-	62,739	28,013	7,320	1,782,686	2,240,189

The accompanying accounting policies and notes form an integral part of these financial statements

For the financial year ended 31 March 2026

2026 (Continued)

	Unrestricted Fund	Restricted Funds												Total
		Good Samaritan										Lee		
		General fund	Renovation Fund	Volunteer After-Care Programme	Training	Case Management	Reintegration Assistance Scheme	Education Support Programme	Financial Assistance Fund	Foundation Education Scheme	General Education Fund	ISHK Tolaram Foundation Fund	Total Restricted Fund	Unrestricted Fund and Restricted Funds
Note	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$
Admin expenses														
Audit fee	5,130	-	-	-	-	-	-	-	-	-	-	-	-	5,130
Bank charges	8,503	-	-	-	-	-	-	-	-	105	-	-	105	8,608
Communications	9,693	-	-	-	-	-	-	-	-	-	-	-	-	9,693
Communications and partnership expenses	1,970	-	-	-	-	-	-	-	-	-	-	-	-	1,970
Depreciation	25,583	41,923	-	-	-	-	-	-	-	-	-	-	41,923	67,506
Fixed assets written-off	8,536	-	-	-	-	-	-	-	-	-	-	-	-	8,536
Insurance	10,425	-	-	-	-	-	-	-	-	-	-	-	-	10,425
Printing of annual reports	3,308	-	-	-	-	-	-	-	-	-	-	-	-	3,308
Professional and legal fee	40	-	-	-	-	-	-	-	-	-	-	-	-	40
Repair and replacement of equipment														
- Maintenance of land & building	33,831	-	-	-	-	-	-	-	-	-	-	-	-	33,831
- Maintenance of equipment	1,591	-	-	-	-	-	-	-	-	-	-	-	-	1,591
Rental of equipment	3,687	-	-	-	-	-	-	-	-	-	-	-	-	3,687
Supplies and materials	5,796	-	-	-	-	-	-	-	-	-	-	-	-	5,796
Subscription fees	879	-	-	-	-	-	-	-	-	-	-	-	-	879
Staff communication allowance	600	-	911	-	-	3,931	210	-	-	-	-	-	5,052	5,652
Transport expenses	5,400	-	8,315	-	-	23,693	1,260	1,313	-	-	-	-	34,581	39,981
Utilities	10,223	-	-	-	-	-	-	-	-	-	-	-	-	10,223
	135,195	41,923	9,226	-	-	27,624	1,470	1,313	-	105	-	-	81,661	216,856

The accompanying accounting policies and notes form an integral part of these financial statements

SINGAPORE AFTER-CARE ASSOCIATION

STATEMENT OF INCOME AND EXPENDITURE AND OTHER COMPREHENSIVE INCOME

For the financial year ended 31 March 2026

2026 (Continued)

	Unrestricted Fund	Restricted Funds											Total
		Good											Unrestricted Fund and Restricted Funds
			Volunteer After-Care Programme	Training	Case Management	Samaritan Reintegration Assistance Scheme	Education Support Programme	Financial Assistance Fund	Lee Foundation Education Scheme	General Education Fund	ISHK Tolaram Foundation Fund	Total Restricted Fund	
Note	General fund S\$	Renovation Fund S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$
Other expenses													
Financial Assistance Fund - cash aid	-	-	-	-	-	-	-	14,017	-	-	-	14,017	14,017
Fundraising expenses	56,056	-	-	-	-	-	-	-	-	-	-	-	56,056
Holiday Programme	-	-	-	-	2,484	-	-	-	-	-	-	2,484	2,484
Online Donation Portal Fees	134	-	-	-	-	-	-	-	-	-	-	-	134
	56,190	-	-	-	2,484	-	-	14,017	-	-	-	16,501	72,691
TOTAL EXPENDITURE	648,888	41,923	459,450	20,062	1,055,433	74,009	117,777	14,017	62,844	28,013	7,320	1,880,848	2,529,736
Surplus / (Deficit) for the year	98,831	(41,923)	74,286	21,663	253,533	(74,009)	(27,777)	(2,017)	87,280	(28,013)	(7,320)	255,703	354,534

The accompanying accounting policies and notes form an integral part of these financial statements

SINGAPORE AFTER-CARE ASSOCIATION

STATEMENT OF INCOME AND EXPENDITURE AND OTHER COMPREHENSIVE INCOME

For the financial year ended 31 March 2026

2025

		Unrestricted Fund	Restricted Funds											Total
				Volunteer After-Care Programme	Training	Case Management	Good Samaritan Reintegration Assistance Scheme	Education Support Programme	Financial Assistance Fund	Lee Foundation Education Scheme	General Education Fund	ISHK Tolaram Foundation Fund	Total Restricted Fund	Unrestricted Fund and Restricted Funds
Note		S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$
INCOME														
Program / Grant income														
Prison Funding	4	-	-	194,498	49,300	925,342	-	-	-	-	-	-	1,169,140	1,169,140
Yellow Ribbon Funding	4	-	-	-	-	-	-	-	11,803	-	-	-	11,803	11,803
After-Care Training		-	-	-	2,830	-	-	-	-	-	-	-	2,830	2,830
ISHK Tolaram Foundation (ITF) Grant		-	-	-	-	-	-	-	-	-	-	80	80	80
NCSS Funding - Charity Support Grant	4	5,200	-	-	-	-	-	-	-	-	-	-	-	5,200
Matching grant income	4	87,296	250,000	-	-	-	-	-	-	-	-	-	250,000	337,296
		92,496	250,000	194,498	52,130	925,342	-	-	11,803	-	-	80	1,433,853	1,526,349
Voluntary income														
Tax Deductible Donations:														
General Donations		10,253	-	-	-	-	-	-	-	-	-	-	-	10,253
Lee Foundation Educ Assistance Scheme		-	-	-	-	-	-	-	-	1,757	-	-	1,757	1,757
Education Support Programme Funding (LF)		-	-	-	-	-	-	220,400	-	-	-	-	220,400	220,400
Fundraising	5	191,640	-	93,300	-	-	-	-	-	-	-	-	93,300	284,940
Renovation Fund		-	400,320	-	-	-	-	-	-	-	-	-	400,320	400,320
Non-Tax-Deductible Donations:														
General Donations		1,137	-	-	-	-	-	-	-	-	-	-	-	1,137
Fundraising	5	37,200	-	-	-	-	-	-	-	-	-	-	-	37,200
ISHK Tolaram Foundation Funding		-	-	-	-	-	-	-	-	-	-	-	-	-
Volunteer After-Care Programme Fund		-	-	39,223	-	-	-	-	-	-	-	-	39,223	39,223
		240,230	400,320	132,523	-	-	-	220,400	-	1,757	-	-	755,000	995,230

The accompanying accounting policies and notes form an integral part of these financial statements

SINGAPORE AFTER-CARE ASSOCIATION

STATEMENT OF INCOME AND EXPENDITURE AND OTHER COMPREHENSIVE INCOME

For the financial year ended 31 March 2026

2025 (Continued)

	Unrestricted Fund	Restricted Funds											Total
		Good Samaritan Reintegration Assistance Scheme Education Support Programme Financial Assistance Fund Lee Foundation Education Scheme General Education Fund ISHK Tolaram Foundation Fund Total Restricted Fund											Unrestricted Fund and Restricted Funds
Note	General fund S\$	Renovation Fund S\$	Volunteer After-Care Programme S\$	Training S\$	Case Management S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$
Other income													
Employment Credit and CPF-Transition Offset	410	-	-	-	-	-	-	-	-	-	-	-	410
Gain on disposals	100	-	-	-	-	-	-	-	-	-	-	-	100
Interest earned on Fixed Deposit	2,701	-	-	-	-	-	-	-	-	-	-	-	2,701
Investment Income - SACA A/C 2	-	-	-	-	-	-	-	-	124	-	-	124	124
Membership fees	20	-	-	-	-	-	-	-	-	-	-	-	20
Rental of premises	7,565	-	-	-	-	-	-	-	-	-	-	-	7,565
Wage Credit Scheme	8,941	-	-	-	-	-	-	-	-	-	-	-	8,941
Miscellaneous Income	14,970	-	-	-	-	-	-	-	-	-	-	-	14,970
	34,707	-	-	-	-	-	-	-	124	-	-	124	34,831
TOTAL INCOME	367,433	650,320	327,021	52,130	925,342	-	220,400	11,803	1,881	-	80	2,188,977	2,556,410

The accompanying accounting policies and notes form an integral part of these financial statements

SINGAPORE AFTER-CARE ASSOCIATION

STATEMENT OF INCOME AND EXPENDITURE AND OTHER COMPREHENSIVE INCOME

For the financial year ended 31 March 2026

2025 (Continued)

	Unrestricted Fund	Restricted Funds											Total
		Good											Unrestricted Fund and Restricted Funds
		General fund	Renovation Fund	Volunteer After-Care Programme	Training	Case Management	Samaritan Reintegration Assistance Scheme	Education Support Programme	Financial Assistance Fund	Lee Foundation Education Scheme	General Education Fund	ISHK Tolaram Foundation Fund	Total Restricted Fund
Note	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$
EXPENDITURE													
Operating expenses													
Aftercare Professionalisation	-	-	-	45,031	-	-	-	-	-	-	-	-	45,031
CMS Expenses	-	-	-	-	6,037	-	-	-	-	-	-	-	6,037
Education Support Services	-	-	-	-	-	-	-	5,554	-	-	-	-	5,554
General Education Fund Scheme	-	-	-	-	-	-	-	-	-	-	17,618	-	17,618
ISHK Tolaram Foundation Scheme	-	-	-	-	-	-	-	-	-	-	-	4,640	4,640
Lee Foundation Education Assistance Scheme	-	-	-	-	-	-	-	-	-	45,139	-	-	45,139
Salaries, bonuses and CPF	414,179	-	399,093	-	940,698	66,393	130,872	-	-	-	-	-	1,537,056
Staff welfare and training													
- Staff benefits	15,886	-	170	-	760	-	110	-	-	-	-	-	1,040
- Staff training and development	3,955	-	7,693	-	13,005	1,758	1,231	-	-	-	-	-	23,687
Volunteer Development & Recognition													
- VAP Expenses	-	-	3,236	-	-	-	-	-	-	-	-	-	3,236
- SACA Appreciation Nite	-	-	36,416	-	-	-	-	-	-	-	-	-	36,416
	434,020	-	446,608	45,031	960,500	68,151	137,767	-	45,139	17,618	4,640	1,725,454	2,159,474

The accompanying accounting policies and notes form an integral part of these financial statements

SINGAPORE AFTER-CARE ASSOCIATION

STATEMENT OF INCOME AND EXPENDITURE AND OTHER COMPREHENSIVE INCOME

For the financial year ended 31 March 2026

2025 (Continued)

2020 (Continued)

	Unrestricted Fund	Restricted Funds												Total
		Good Samaritan												Unrestricted
		General fund	Renovation Fund	Volunteer After-Care Programme	Training	Case Management	Reintegration Assistance Scheme	Education Support Programme	Financial Assistance Fund	Lee Foundation Education Scheme	General Education Fund	ISHK Tolaram Foundation Fund	Total Restricted Fund	Fund and Restricted Funds
Note	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$
Admin expenses														
Audit fee	5,170	-	-	-	-	-	-	-	-	-	-	-	-	5,170
Bank charges	8,414	-	-	-	-	-	-	-	-	81	-	-	81	8,495
Communications	7,753	-	-	-	-	-	-	-	-	-	-	-	-	7,753
Communications and partnership expenses	50	-	-	-	-	-	-	-	-	-	-	-	-	50
Depreciation	24,473	-	-	-	-	-	-	-	-	-	-	-	-	24,473
Insurance	3,551	-	-	-	-	-	-	-	-	-	-	-	-	3,551
Printing of annual reports	13,513	-	-	-	-	-	-	-	-	-	-	-	-	13,513
Professional and legal fee	2,092	-	-	-	-	-	-	-	-	-	-	-	-	2,092
Repair and replacement of equipment														
- Maintenance of land & building	13,758	-	-	-	-	-	-	-	-	-	-	-	-	13,758
- Maintenance of equipment	3,702	-	-	-	-	-	-	-	-	-	-	-	-	3,702
Rental of equipment	5,057	-	-	-	-	-	-	-	-	-	-	-	-	5,057
Supplies and materials	2,755	-	-	-	-	-	-	-	-	-	-	-	-	2,755
Subscription fees	142	-	-	-	-	-	-	-	-	-	-	-	-	142
Staff communication allowance	535	-	900	-	-	3,800	210	-	-	-	-	-	4,910	5,445
Transport expenses	5,006	-	8,057	-	-	22,700	1,260	1,800	-	-	-	-	33,817	38,823
Utilities	16,472	-	-	-	-	-	-	-	-	-	-	-	-	16,472
	112,443	-	8,957	-	-	26,500	1,470	1,800	-	81	-	-	38,808	151,251

The accompanying accounting policies and notes form an integral part of these financial statements

SINGAPORE AFTER-CARE ASSOCIATION

STATEMENT OF INCOME AND EXPENDITURE AND OTHER COMPREHENSIVE INCOME

For the financial year ended 31 March 2026

2025 (Continued)

	Unrestricted Fund	Restricted Funds											Total
		Good											Unrestricted Fund and Restricted Funds
			Volunteer After-Care Programme	Training	Case Management	Samaritan Reintegration Assistance Scheme	Education Support Programme	Financial Assistance Fund	Lee Foundation Education Scheme	General Education Fund	ISHK Tolaram Foundation Fund	Total Restricted Fund	
Note	General fund S\$	Renovation Fund S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$
Other expenses													
Financial Assistance Fund - cash aid	-	-	-	-	-	-	-	9,365	-	-	-	9,365	9,365
Fundraising expenses	5 11,307	-	13,241	-	-	-	-	-	-	-	-	13,241	24,548
Holiday Programme	-	-	-	-	3,817	-	-	-	-	-	-	3,817	3,817
Online Donation Portal Fees	-	-	-	-	-	-	-	-	-	-	-	-	-
	11,307	-	13,241	-	3,817	-	-	9,365	-	-	-	26,423	37,730
TOTAL EXPENDITURE	557,770	-	468,806	45,031	990,817	69,621	139,567	9,365	45,220	17,618	4,640	1,790,685	2,348,455
Surplus / (Deficit) for the year	(190,337)	650,320	(141,785)	7,099	(65,475)	(69,621)	80,833	2,438	(43,339)	(17,618)	(4,560)	398,292	207,955

The accompanying accounting policies and notes form an integral part of these financial statements

SINGAPORE AFTER-CARE ASSOCIATION

STATEMENT OF FINANCIAL POSITION

As at 31 March 2026

	Note	2026 S\$	2025 S\$
ASSETS			
Non-current assets			
Property, plant and equipment	6	1,044,192	395,335
Deposit for Guarantee	7	519,050	519,050
		<u>1,563,242</u>	<u>914,385</u>
Current assets			
Other receivables	8	654,334	60,144
Cash and cash equivalents	9	1,994,820	2,685,670
Fixed deposits	9	-	155,815
		<u>2,649,154</u>	<u>2,901,629</u>
Total assets		<u><u>4,212,396</u></u>	<u><u>3,816,014</u></u>
FUNDS AND LIABILITIES			
Unrestricted			
General fund		<u>1,820,693</u>	<u>1,721,862</u>
Restricted			
Renovation Fund		608,397	650,320
Volunteer After-Care Programme		(78,464)	(152,750)
Training & research		267,641	245,978
Case Management		1,108,465	854,932
Good Samaritan Reintegration Assistance Scheme (formerly named as Ex-Offender Assistance Scheme)		(249,230)	(175,221)
Education Support Programme		105,650	133,427
Financial Assistance Fund		(1,286)	731
Lee Foundation Education Assistance Scheme		284,767	197,487
General Education Fund		176,165	204,178
ISHK Tolaram Foundation Fund		7,700	15,020
		<u>2,229,805</u>	<u>1,974,102</u>
Total funds		<u><u>4,050,498</u></u>	<u><u>3,695,964</u></u>
Current Liabilities			
Deferred income	10	31,385	32,650
Other payables	11	130,513	87,400
Total liabilities		<u><u>161,898</u></u>	<u><u>120,050</u></u>
Total funds and liabilities		<u><u>4,212,396</u></u>	<u><u>3,816,014</u></u>

The accompanying accounting policies and notes form an integral part of these financial statements

SINGAPORE AFTER-CARE ASSOCIATION

STATEMENT OF CHANGES IN FUNDS

For the financial year ended 31 March 2026

	Unrestricted Fund	Restricted Funds											Total
	General fund	Renovation Fund	Volunteer After-Care Programme	Training & Research	Case Management	Good Samaritan Reintegration Assistance Scheme	Education Support Programme	Financial Assistance Fund	Lee Foundation Education Scheme	General Education Fund	ISHK Tolaram Foundation (ITF) Fund	Total Restricted Fund	Unrestricted Fund and Restricted funds
	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$
Balance at 01.04.24	1,912,199	-	(10,965)	238,879	920,407	(105,600)	52,594	(1,707)	240,826	221,796	19,580	1,575,810	3,488,009
(Deficit)/Surplus for the year	(190,337)	650,320	(141,785)	7,099	(65,475)	(69,621)	80,833	2,438	(43,339)	(17,618)	(4,560)	398,292	207,955
Balance at 31.03.25	1,721,862	650,320	(152,750)	245,978	854,932	(175,221)	133,427	731	197,487	204,178	15,020	1,974,102	3,695,964
Balance at 01.04.25	1,721,862	650,320	(152,750)	245,978	854,932	(175,221)	133,427	731	197,487	204,178	15,020	1,974,102	3,695,964
(Deficit)/Surplus for the year	98,831	(41,923)	74,286	21,663	253,533	(74,009)	(27,777)	(2,017)	87,280	(28,013)	(7,320)	255,703	354,534
Balance at 31.03.26	1,820,693	608,397	(78,464)	267,641	1,108,465	(249,230)	105,650	(1,286)	284,767	176,165	7,700	2,229,805	4,050,498

The accompanying accounting policies and notes form an integral part of these financial statements

SINGAPORE AFTER-CARE ASSOCIATION

STATEMENT OF CASH FLOWS

For the financial year ended 31 March 2026

	Note	2026 S\$	2025 S\$
Cash flows from operating activities			
Surplus for the year		354,534	207,955
<u>Adjustments for:</u>			
Depreciation on property, plant and equipment	6	67,506	24,473
Plant and equipment written-off		8,536	-
Operating surplus before working capital changes		430,576	232,428
<u>Change in working capital:</u>			
Trade receivables		-	332,733
Other receivables		(594,190)	(51,696)
Other payables		43,113	(7,034)
Deferred income		(1,265)	32,650
Net cash (used in)/generated from operating activities		(121,766)	539,081
Cash flows from investing activities			
Acquisition of plant and equipment	6	(724,899)	(11,192)
Net cash used in investing activities		(724,899)	(11,192)
Cash flows from financing activities			
Placement of deposit for guarantee	7	-	(519,050)
Change in the fixed deposit pledged		155,815	(1,617)
Net cash generated from/(used in) financing activities		155,815	(520,667)
Net (decrease) / increase in cash and cash equivalents		(690,850)	7,222
Cash and cash equivalents at beginning of the year		2,685,670	2,678,448
Cash and cash equivalents at end of the year	9	1,994,820	2,685,670

SINGAPORE AFTER-CARE ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

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

1. General

Singapore After-Care Association (the "Society") is constituted under the provisions of the Societies Act and registered as a charity under the Charities Act and Regulations. It has been accorded the status of an Institution of Public Character (IPC) for the period from 1 March 2026 to 31 October 2028 (UEN No. S61SS0083L). Its registered office and principal place of activities is located at 81 Dunlop Street Singapore 209408.

As an exemplary organisation in the aftercare sector, the Society 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.
- Fostering a change in the mind-set of both ex-offenders and society to enable ex-offenders achieve their fundamental life goals and needs.

These objectives are achieved by providing the following:

1. Case Management Services (CMS) - A structured mandatory programme for soon to- be-released inmates referred by Singapore Prison Service
2. Volunteer After-Care Programme (VAP) - Tapping on volunteers to reach out to the families of inmates and befriend ex-offenders
3. Education Support Programme (ESP) - Education and skills upgrading for ex-offenders
4. Good Samaritan Reintegration Assistance Scheme (GSRAS) - Call-in/Walk-in support for offenders
5. Training - Building up the capabilities of volunteers and professionals in the sector

The financial statements of the Society for the financial year ended 31 March 2026 were authorised for issue by the Management Committee on the date of the Statement by the Management Committee.

2. Material accounting policy information

2.1 Basis of preparation

The financial statements of the Society have been drawn up in accordance with Financial Reporting Standards in Singapore (FRS). The financial statements have been prepared on the historical cost basis except as disclosed in the accounting policies below.

The financial statements are presented in Singapore Dollar (S\$), which is also the Society's functional and presentation currency.

The financial statements of the Society have been prepared on the basis that it will continue to operate as a going concern.

2. Material accounting policy information (Continued)

2.2 Adoption of new and amended standards and interpretations

The accounting policies adopted are consistent with those of the previous financial year. There are no new and amended standards which are relevant to the Company and are effective for annual financial periods beginning on or after 1 January 2025.

2.3 Standards issued but not yet effective

The Society has not adopted the following standards applicable to the Society that have been issued but not yet effective:

Description	Effective for annual periods beginning on or after
Amendments to FRS 109 <i>Financial Instruments</i> and FRS 107 <i>Financial Instruments</i> : <i>Disclosures</i> : Amendments to the Classification and Measurement of Financial Instruments	1 Jan 2026
Annual Improvement to FRSs Volume 11	1 Jan 2026
FRS 118 <i>Presentation and Disclosure in Financial Statements</i>	1 Jan 2027

The Management Committee expect that the adoption of the standards above will have no material impact on the financial statements in the period of initial application.

2.4 Foreign currency transactions and balances

Transactions in foreign currencies are measured in the functional currency of the Society and are recorded on initial recognition in the functional currency at exchange rates approximating those ruling at the transaction dates. Monetary assets and liabilities denominated in foreign currencies are translated at the rate of exchange ruling at the reporting date. Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates as at the dates of the initial transactions.

Exchange differences arising on the settlement of monetary items or on translating monetary items at the reporting period are recognised in profit or loss.

2. Material accounting policy information (Continued)

2.5 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. The cost of property, plant and equipment includes its purchase price and any costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Dismantlement, removal or restoration costs are included as part of the cost of property, plant and equipment if the obligation for dismantlement, removal or restoration is incurred as a consequence of acquiring or using the property, plant and equipment.

Depreciation is calculated on a straight-line basis over the estimated useful lives of the assets as follows:

	<u>Useful lives</u>
Leasehold buildings	30 years
Furniture & fittings	10 years
Office equipment	3 years
Renovation	10 years

The residual values, useful lives and depreciation method are reviewed at the end of each reporting period, and adjusted prospectively, if appropriate.

An item of property, property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss on derecognition of the asset is included in profit or loss in the year the asset is derecognised.

2.6 Impairment of non-financial assets

The Society assesses at each reporting date whether there is an indication that an asset may be impaired. If any indication exists, (or, where applicable, when an annual impairment testing for an asset is required), the Society 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.

Impairment losses are recognised in profit or loss.

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 increase 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 profit or loss.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. Material accounting policy information (Continued)

2.7 Financial instruments

(a) Financial assets

Initial recognition and measurement

Financial assets are recognised when, and only when the Society becomes party to the contractual provisions of the instruments.

At initial recognition, the Society measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss (FVPL), transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVPL are expensed in profit or loss.

Trade receivables are measured at the amount of consideration to which the Society expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third party, if the trade receivables do not contain a significant financing component at initial recognition.

Subsequent measurement

Debt instruments

Subsequent measurement of debt instruments depends on the Society's business model for managing the asset and the contractual cash flow characteristics of the asset. The three measurement categories for classification of debt instruments are amortised cost, fair value through other comprehensive income (FVOCI) and FVPL. The Society only has debt instruments at amortised cost.

Financial assets that are held for the collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Financial assets are measured at amortised cost using the effective interest method, less impairment. Gains and losses are recognised in profit or loss when the assets are derecognised or impaired, and through the amortisation process.

Derecognition

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. Material accounting policy information (Continued)

2.7 Financial instruments (Continued)

(b) Financial liabilities

Initial recognition and measurement

Financial liabilities are recognised when, and only when, the Society becomes a party to the contractual provisions of the financial instrument. The Society 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 FVPL, directly attributable transaction costs.

Subsequent measurement

After initial recognition, financial liabilities that are not carried at FVPL are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised in profit or loss when the liabilities are derecognised, and through the amortisation process.

Derecognition

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. On derecognition, the difference between the carrying amounts and the consideration paid is recognised in profit or loss.

2.8 Impairment of financial assets

The Society recognises an allowance for expected credit losses ("ECL") for financial assets measured at amortised cost. ECLs are measured as the difference between the contractual cash flows due in accordance with the contract and the cash flows that the Society expects to receive, discounted at the original effective interest rate where the effect of discounting is material.

The Society applies the general impairment model under FRS 109. Loss allowances are measured at an amount equal to 12-month expected credit losses unless there has been a significant increase in credit risk since initial recognition, in which case lifetime expected credit losses are recognised. In assessing whether the credit risk has increased significantly, the Society considers all reasonable and supportable information available without undue cost or effort, including historical payment experience, the financial condition of counterparties, subsequent receipts and forward-looking information where relevant.

Financial assets are written off when there is no reasonable expectation of recovery. Any subsequent recoveries of amounts previously written off are recognised in the statement of financial activities in the period in which they are received.

2.9 Cash and cash equivalents

Cash and cash equivalents comprise cash at banks and on hand which are subject to an insignificant risk of changes in value.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. Material accounting policy information (Continued)**2.10 Provisions**

Provisions are recognised when the Society has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and the amount of the obligation can be estimated reliably.

Provisions are reviewed at the end of each reporting period and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of economic resources will be required to settle the obligation, the provision is reversed. If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, where appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

2.11 Government grants

Government grants are recognised when there is reasonable assurance that the grant will be received and all attached conditions will be complied with.

When the grant relates to an expense item, it is recognised as income on a systematic basis over the periods that the related costs, for which it is intended to compensate, are expensed. When the grant relates to an asset, the fair value is recognised as deferred income on the statement of financial position and is recognised as income in equal amounts over the expected useful life of the related asset.

When 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.

2.12 Employee benefits**(a) Defined contribution plans**

The Society makes contributions to the Central Provident Fund scheme in Singapore, a defined contribution pension scheme. Contributions to defined contribution pension schemes are recognised as an expense in the period in which the related service is performed.

(b) Short-term employee benefits

Short-term employee benefit obligations are measured on an undiscounted basis and are expensed as the related service is provided. A liability is recognised for the amount expected to be paid if the Society has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee, and the obligation can be estimated reliably.

2.13 Leases**(a) As lessee**

Short-term leases and leases of low-value assets. The Society applies the lease of low-value assets recognition exemption to leases of office equipment (such as copiers and small office equipment) that are considered to be low value. Lease payments on short-term leases and leases of low value assets are recognised as expense on a straight-line basis over the lease term.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. Material accounting policy information (Continued)**2.13 Leases (Continued)****(b) As lessor**

Leases in which the Society does not transfer substantially all the risks and rewards incidental to ownership of an asset are classified as operating leases. Rental income arising from operating leases on the Society's leasehold properties is accounted for on a straight-line basis over the lease terms. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income.

2.14 Taxation**(a) Income tax**

The Society is a registered charity under the Charities Act and its income is exempted from income tax under the provisions of the Singapore Income Tax Act.

(b) Goods and Services tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST except:

- Where the GST incurred on a purchase of assets or services is not recoverable from the taxation authority, in which case the GST is recognised as part of the cost of acquisition of the asset or as part of the expense item as applicable; and
- Receivables and payables that are stated with the amount of GST included.

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

2.15 Fund balances

Fund balances restricted by outside sources 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 through the terms of an appeal and are in contrast with unrestricted funds over which management retains full control to use in achieving any of its institutional purpose. An expense resulting from the operating activities of a fund is charged to that fund. Common expenses, if any, are allocated on a reasonable basis to the funds based on a method most suited to that common expense.

Unless otherwise stated, the Society's fund and reserve balances are not represented by any specific assets but are represented by all assets of the Society.

SINGAPORE AFTER-CARE ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. Material accounting policy information (Continued)

2.16 Revenue

Revenue is measured based on the consideration to which the Society expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third parties.

Revenue is recognised when the Society satisfies a performance obligation by transferring a promised good or service to the customer, which is when the customer obtains control of the good or service. A performance obligation may be satisfied at a point in time or over time. The amount of revenue recognised is the amount allocated to the satisfied performance obligation.

Donations

Income from donations is recognised upon the receipt.

Interest income

Interest income is recognised using the effective interest method.

Rental of premises

Rental of premises from operating leases is recognised on a straight-line basis over the lease term.

3. Significant accounting judgments and estimates

The preparation of the Society's financial statements requires management to make judgments, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities at the end of each reporting period. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of the asset or liability affected in the future periods.

3.1 Judgments made in applying accounting policies

Determination of functional currency

In determining the functional currency of the Society, judgment is used by the Society to determine the currency of the primary economic environment in which the Society operates. Consideration factors include the currency that mainly influences sales prices of services and the currency of the country whose competitive forces and regulations mainly determines the sales prices of its services.

3.2 Key sources of estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the end of the reporting period are discussed below. The Society based its assumptions and estimates on parameters available when the financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising beyond the control of the Society. Such changes are reflected in the assumptions when they occur.

SINGAPORE AFTER-CARE ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

3. Significant accounting judgments and estimates (Continued)

3.2 Key sources of estimation uncertainty (Continued)

Useful lives of property, plant and equipment

The cost of property, plant and equipment is depreciated on a straight-line basis over the property, plant and equipment's estimated economic useful lives. Management estimates the useful lives of these property, plant and equipment to be within 3 to 30 years. These are common life expectancies applied in the industry. Changes in the expected level of usage and technological developments could impact the economic useful lives and the residual values of these assets, therefore, future depreciation charges could be revised. The carrying amount of the Society's property, plant and equipment at the end of the financial year is disclosed in Note 6 to the financial statements.

4. Government grants

	2026			2025		
	S\$	S\$	S\$	S\$	S\$	S\$
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
Prison Funding	-	1,600,202	1,600,202	-	1,169,140	1,169,140
Yellow Ribbon Funding	-	12,000	12,000	-	11,803	11,803
Matching grant income	350,000	37,800	387,800	87,296	250,000	337,296
Others	15,000	-	15,000	5,200	-	5,200
	365,000	1,650,002	2,015,002	92,496	1,430,943	1,523,439

Government grants recognised during the financial year comprise of Prison Funding from the Ministry of Home Affairs (MHA), Matching grant from Tote Board, and Annual Support from Yellow Ribbon Fund, in support of the Society's aftercare and rehabilitation programmes, as follows:

Ministry of Home Affairs (MHA) – Programme-Based Funding

(a) Volunteer Development Programme (VDP)

During the financial year, the Association received a government grant of \$251,436.20 from the Singapore Prison Service under the Volunteer Development Programme (VDP). The grant is intended to partially defray the expenses incurred by the Association in the recruitment, training and management of Volunteer Aftercare Officers (VAOs) to support the delivery of programmes under the VDP.

The grant reimburses up to 50% of the actual or projected qualifying expenses incurred by the Association from FY2025 to FY2027. Disbursement of the grant is conditional upon the submission and approval of supporting documentation substantiating the actual expenses incurred.

The grant income is recognised as income in profit or loss upon the Association receiving approval from the Singapore Prison Service, as at that point there is reasonable assurance that the conditions attached to the grant have been complied with and the grant will be received, in accordance with FRS 20.7.

SINGAPORE AFTER-CARE ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

4. Government grants (Continued)

Contingent Liability – Clawback Rights

Under the terms of the grant agreement, the Singapore Prison Service reserves the right to recover the grant disbursed upon the occurrence of any of the following events:

- Discovery of any errors in the amount disbursed;
- Unutilised disbursements from previous tranches of the grant;
- Expenditure of grant funds on items not listed as permissible uses in the Grant Letter of Offer;
- Breach of the terms and conditions stated in the grant agreement; or
- Failure to meet agreed programme deliverables.

As at the reporting date, management has assessed that there is no indication of non-compliance or triggering of any clawback condition, and accordingly, no provision has been recognised in the financial statements. However, in view of the conditions attached to the grant, the above rights of recovery are considered a contingent liability, which is disclosed in accordance with FRS 37.

(b) Case Management Services

Funding was received in respect of case management services provided by the Society to Singapore Prison Services (SPS), in connection with community rehabilitation of offenders.

(c) Aftercare Professionalisation

This grant supports the upskilling and capability development of staff and volunteers involved in aftercare services through relevant training programmes.

Tote Board – Matching Grant Schemes

(a) Unlocking Future Horizons Campaign Matching Grant

Under the dollar-for-dollar matching grant scheme, Tote Board approved a capped grant of up to \$250,000 to match eligible donations raised for Unlocking Future Horizons Campaign. The grant recognised during the year corresponds to actual donations received.

(b) CJ Cup 2025

A 40% matching grant was received on donations raised from the Society's 2025 CJ Cup campaign, recognised as income based on qualifying donations received during the year.

(c) Yellow Ribbon Care Network Gala Dinner 2025

Under the 40% matching scheme, Tote Board provided funding based on donations raised through the Yellow Ribbon Care Network Gala Dinner 2025. The grant supports the Society's rehabilitative programmes.

Yellow Ribbon Fund – Annual Programme Support

The Society receives annual funding from the Yellow Ribbon Fund to support a broad range of rehabilitative and aftercare programmes for ex-offenders and their families. This support enables the Society to deliver community-based reintegration initiatives, counselling, and family support services.

All grants are recognised in accordance with FRS 20 – Accounting for Government Grants and Disclosure of Government Assistance, when there is reasonable assurance that the Society has complied with the conditions attaching to the grants and that the grants will be received.

SINGAPORE AFTER-CARE ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

5. Fundraising events

	2026			2025		
	S\$ Income	S\$ Expenses	S\$ Net funds	S\$ Income	S\$ Expenses	S\$ Net funds
SACA Charity Film Screening	-	-	-	138,240	(11,116)	127,124
Yellow Ribbon Run	-	-	-	90,600	(191)	90,409
SAL CJ Cup 2024	-	-	-	93,300	(13,241)	80,059
SAL CJ Cup 2025	94,500	(14,978)	79,522	-	-	-
Unlocking Future Horizon	390,000	(45)	389,955	-	-	-
Yellow Ribbon Care Network Gala Dinner 2025	299,676	(41,078)	258,598	-	-	-
	784,176	(56,101)	728,075	322,140	(24,548)	297,592

6. Property, plant and equipment

	Leasehold buildings S\$	Furniture & fittings S\$	Office equipment S\$	Renovation S\$	Total S\$
Cost					
Balance at 31.03.24	535,070	89,445	67,992	15,711	708,218
Additions	-	-	11,192	-	11,192
Disposal	-	-	(6,300)	-	(6,300)
Balance at 31.03.25 & 01.04.25	535,070	89,445	72,884	15,711	713,110
Additions	-	138,489	58,477	527,933	724,899
Disposal	-	(85,710)	(27,823)	(15,710)	(129,243)
Balance at 31.03.26	535,070	142,224	103,538	527,934	1,308,766
Accumulated depreciation					
Balance at 31.03.24	142,686	76,368	64,837	15,711	299,602
Depreciation	17,836	2,893	3,744	-	24,473
Disposal	-	-	(6,300)	-	(6,300)
Balance at 31.03.25 & 01.04.25	160,522	79,261	62,281	15,711	317,775
Depreciation	17,836	9,088	14,185	26,397	67,506
Disposal	-	(77,690)	(27,307)	(15,710)	(120,707)
Balance at 31.03.26	178,358	10,659	49,159	26,398	264,574
Carrying amount					
Balance at 31.03.26	356,712	131,565	54,379	501,536	1,044,192
Balance at 31.03.25	374,548	10,184	10,603	-	395,335

SINGAPORE AFTER-CARE ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

7. Deposit for guarantee

The deposit is paid to bank for issuance of a banker's guarantee in favour of a contracting party. The guarantee secures performance obligations under a service contract for services to be rendered by the Society. The guarantee period is from 1 August 2024 to 31 October 2029 with an annual commission of 1.5% on the deposit payable to the bank. The annual commission amounting to S\$8,183 (2025: S\$8,183) is recognised as bank charges in income and expenditures.

8. Other receivables

	2026	2025
	S\$	S\$
Deposits	520	3,520
Grant receivables	625,979	-
Other receivables	-	3,872
Prepayments	27,835	49,381
Interest receivables	-	3,371
	<u>654,334</u>	<u>60,144</u>

Grant receivables comprise amounts receivable from grantors in respect of grants recognised as income where the related eligibility criteria and performance obligations had been satisfied as at the reporting date, but payment had not yet been received. The receivables are unsecured, non-interest bearing and are expected to be settled within one year.

9. Cash and cash equivalents and fixed deposits

	2026	2025
	S\$	S\$
Bank and cash balances	1,994,820	2,685,670
Fixed deposits	-	155,815
	<u>1,994,820</u>	<u>2,841,485</u>
Less: Fixed deposits with maturity period of more than 3 months	-	(155,815)
Cash and cash equivalents	<u>1,994,820</u>	<u>2,685,670</u>

Fixed deposits were fully withdrawn before year end.

10. Deferred income

Deferred income pertains to donations received toward a designated project for the subsequent financial year.

SINGAPORE AFTER-CARE ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

11. Other payables

	2026	2025
	S\$	S\$
Accrued operating expenses	49,327	47,633
Other payables	35,126	-
GST payables	46,060	39,767
	<u>130,513</u>	<u>87,400</u>

12. Leases

	2026	2025
	S\$	S\$
<u>Lease not capitalised as lease liabilities:</u>		
- expenses pertaining to leases of low value assets	3,687	5,057
Total amount recognised in income and expenditures	<u>3,687</u>	<u>5,057</u>
Total cash flows for leases	<u>3,687</u>	<u>5,057</u>

13. Significant related party transactions

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

Income and expenditures

In addition to the related party information disclosed elsewhere in the financial statements, the following transactions with related parties took place at terms agreed between the parties during the financial year:

	2026	2025
	S\$	S\$
Income received from key management personnel		
- Donations	1,000	10,840
- Membership fees	200	20
	<u>1,200</u>	<u>10,860</u>
Expenses of key management personnel		
- Staff training and development	-	7,150

SINGAPORE AFTER-CARE ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

13. Significant related party transactions (Continued)

Compensation of key management personnel

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

	2026	2025
	S\$	S\$
Salaries and bonuses	537,011	530,143
CPF contributions	75,768	73,188
Other short-term benefits	7,880	7,800
	<u>620,659</u>	<u>611,131</u>

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

Number of key management personnel in remuneration bands

	2026	2025
\$100,001 to \$200,000	2	2
S\$50,001 to S\$100,000	3	3
Below or equal to S\$50,000	1	-
	<u>6</u>	<u>5</u>

14. Fair value of assets and liabilities

Assets and liabilities not measured at fair value

Cash and cash equivalents, fixed deposits, other payables and other receivables

The carrying amounts of these balances approximate their fair values due to the short-term nature of these balances.

15. Financial risk management

The Society activities expose it to a variety of financial risks from its operation. The key financial risks include credit risk, liquidity risk and market risk (including interest rate risk and foreign currency risk).

The Management Committee reviews and agrees policies and procedures for the management of these risks, which are executed by the management team. It is, and has been throughout the current and previous financial year, the Society policy that no trading in derivatives for speculative purposes shall be undertaken.

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

SINGAPORE AFTER-CARE ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

15. Financial risk management (Continued)

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

(a) Credit risk

Credit risk is the risk that a counterparty will fail to discharge its contractual obligations, resulting in a financial loss to the Society. The Society's exposure to credit risk arises primarily from its cash and bank balances, grant receivables, other receivables and deposits.

The Society places its cash and deposits with reputable financial institutions and monitors the creditworthiness of counterparties on an ongoing basis. Grant receivables are primarily due from government agencies and established grantors, while other receivables are monitored regularly for recoverability. The Society does not hold any collateral as security for its financial assets.

The Society assesses expected credit losses on financial assets measured at amortised cost at each reporting date. In determining whether a financial asset is credit-impaired, the Society considers all reasonable and supportable information, including the counterparty's financial position, historical payment experience, subsequent receipts and other forward-looking information where relevant. Financial assets are written off when there is no reasonable expectation of recovery.

Expected credit losses

The Society applies the general expected credit loss model under FRS 109 in measuring impairment of financial assets measured at amortised cost. Management has assessed that the expected credit losses on the Society's financial assets are insignificant as at the reporting date, taking into consideration the nature of the counterparties, historical collection experience and subsequent settlements where applicable. Accordingly, no impairment allowance has been recognised.

Exposure to credit risk

The Society has no significant concentration of credit risk other than amounts receivable from government agencies and grantors, which are considered to be of low credit risk. Credit risk relating to cash and bank balances is limited as the funds are placed with established financial institutions with high credit ratings.

(b) Liquidity risk

Liquidity risk refers to the risk that the Society will encounter difficulties in meeting its short-term obligations due to shortage of funds. The Society exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities. It is managed by matching the payment and receipt cycles. The Society operations are financed mainly through its revenue including grants from government. The Management Committee is satisfied that funds are available to finance the operations of the Society.

All the Society's liabilities as at 31 March 2026 will mature within one year.

15. Financial risk management (Continued)

(c) Market risk

Market risk is the risk that changes in market prices, such as interest rates and foreign exchange rates will affect the Society income. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return on risk.

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of the Society financial instruments will fluctuate because of changes in market interest rates. The Society exposure to interest rate risk arises primarily from their cash and cash equivalents.

The Society does not expect any significant effect on the Society profit or loss arising from the effects of reasonably possible changes to interest rates on interest bearing financial instruments at the end of the financial year.

Foreign currency risk

The Society operates mainly in Singapore and is not exposed to foreign currency risk.

16. Financial instruments by category

At the reporting date, the aggregate carrying amounts of financial assets at amortised costs and financial liabilities at amortised costs were as follows:

	2026 S\$	2025 S\$
Financial assets measured at amortised cost		
Deposit for guarantee	519,050	519,050
Other receivables	626,499	6,891
Cash and cash equivalents	1,994,820	2,685,670
Fixed deposits	-	155,815
Total financial assets carried at amortised cost	3,140,369	3,367,426
Financial liabilities measured at amortised cost		
Other payables	84,453	47,633
Total financial liabilities carried at amortised cost	84,453	47,633

17. Reserve policy

The Society ensures that it maintains sufficient reserves in supporting its primary operations and programmes. The Management monitors the Society's cash flow and overall liquidity position on a regular basis, taking into consideration the prevailing and projected income and expenditure, and other financial obligations, including projected capital expenditure.

The Society is not subject to externally imposed reserves requirement.



Donate

Every contribution makes a meaningful difference. Your donation supports SACA's programmes that empower individuals to rebuild their lives, reduce reoffending, and reintegrate successfully into the community.

As an independent charity, we rely on your generosity to sustain this work. Donations of S\$10 and above qualify for a 250% tax deduction. We warmly invite you to donate using the following payment methods:

PayNow

UEN S61SS0083L



Cheque

Crossed cheque payable to:
SINGAPORE AFTER-CARE ASSOCIATION

Include your full name, contact number and
NRIC number for tax deduction purposes.

Mail to:
SACA Accounts Dept
81 Dunlop Street, Singapore 209408



Volunteer with us

Your time can make a lasting difference. Volunteer with SACA to support individuals and families on their journey of rehabilitation and reintegration through befriending, programme support, or by sharing your skills.

If you believe in second chances, we would love to hear from you. Write to volunteer@saca.org.sg to find out more.

