

INSPIRING CHANGE

YELLOW RIBBON FUND ANNUAL REPORT 2016



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CHAIRMAN'S MESSAGE

As the Yellow Ribbon Fund (YRF) heads into its 13th year in 2016, I am pleased and heartened that the support given by individual and corporate donors has been growing. These results would not have been possible without the hard work and dedication of our committee members, staff and volunteers.

YRF has been helping inmates to rehabilitate and reintegrate into society upon their discharge from custody via the various rehabilitation and reintegration programmes. In addition to administering our own programmes, we also work in close partnerships with various non-profit organisations, such as family service centres, halfway houses and government agencies. Our programmes cover areas such as re-connecting families, financial assistance, education and training, and residential shelter.

YRF has been continuously raising awareness and donations through various events. Some notable events in 2016 include the biennial Charity Golf & Dinner, 'A Night with Paul Williams' concert organised by Singapore Academy of Law (SAL) and YRF with support from the JC Trust Ltd and 'The Yellow Brick Road Charity Brunch'.

In 2016, YRF had its fair share of challenges as well. A less than rosy economic climate meant that YRF was not able to raise as much funds compared to 2015. Nonetheless, we will strive even harder in 2017, collaborating with new and existing partners to raise more funds. We will also continue to review and fine tune our programmes.

Let us continue believing in giving ex-inmates a second chance in life and assist them to reintegrate into society.



Mrs Wong Ai Ai
Chairman
Yellow Ribbon Fund



The Yellow Ribbon Fund (YRF) is focused on enabling and equipping inmates and ex-offenders to reintegrate into society. Our heartbeat is to help “unlock the second prison” they might otherwise face. This is made possible by the many channels and programmes specifically developed for them and their families.

Established in June 2004, YRF administers funds for the development and implementation of rehabilitation programmes for inmates, reintegration programmes for ex-offenders, and family support programmes for their families. We provide financial support for:

- a. Rehabilitative and aftercare services to inmates before and after their discharge from custody.
- b. Services associated with rehabilitation and reintegration for family members of inmates before and after their discharge from custody.
- c. Public awareness programmes aimed at creating awareness in giving second chances to ex-offenders and inspiring community action to support the rehabilitation and reintegration of ex-offenders.

YRF is registered under SCORE¹, the secretariat of the CARE Network², which brings key community and government agencies together to promote seamless in-care to aftercare support for ex-offenders. The Yellow Ribbon Fund has been granted Institute of Public Character (IPC) status since August 2004 (Charity Registration Number (UEN): T04CC1808H).



“The Yellow Ribbon Fund is focused on enabling and equipping inmates and ex-offenders to reintegrate into society”

1 Singapore Corporation of Rehabilitative Enterprises (SCORE) was established as a statutory board under the Ministry of Home Affairs on 1 April 1976. It seeks to enhance the employability of offenders and prepare them for their eventual reintegration into the national workforce by focusing on four main building blocks of training, work, employment assistance and community engagement.

2 Community Action for the Rehabilitation of Ex-Offenders (CARE) Network. www.carenetwork.org.sg.



OVERVIEW OF 2016

The quest to inspire real change in inmates and ex-offenders continues through the Yellow Ribbon journey of life transformation. The earnest support given to the Yellow Ribbon Fund (YRF) cause – of 'giving second chances' to the incarcerated and their families – is evident. The total inmate population as of 2016 is 12,219 and the total number of local releases in 2016 is about 9,000.



\$2,269,315
RAISED FOR YRF IN 2016



\$2,128,957
FUNDS DISBURSED IN 2016

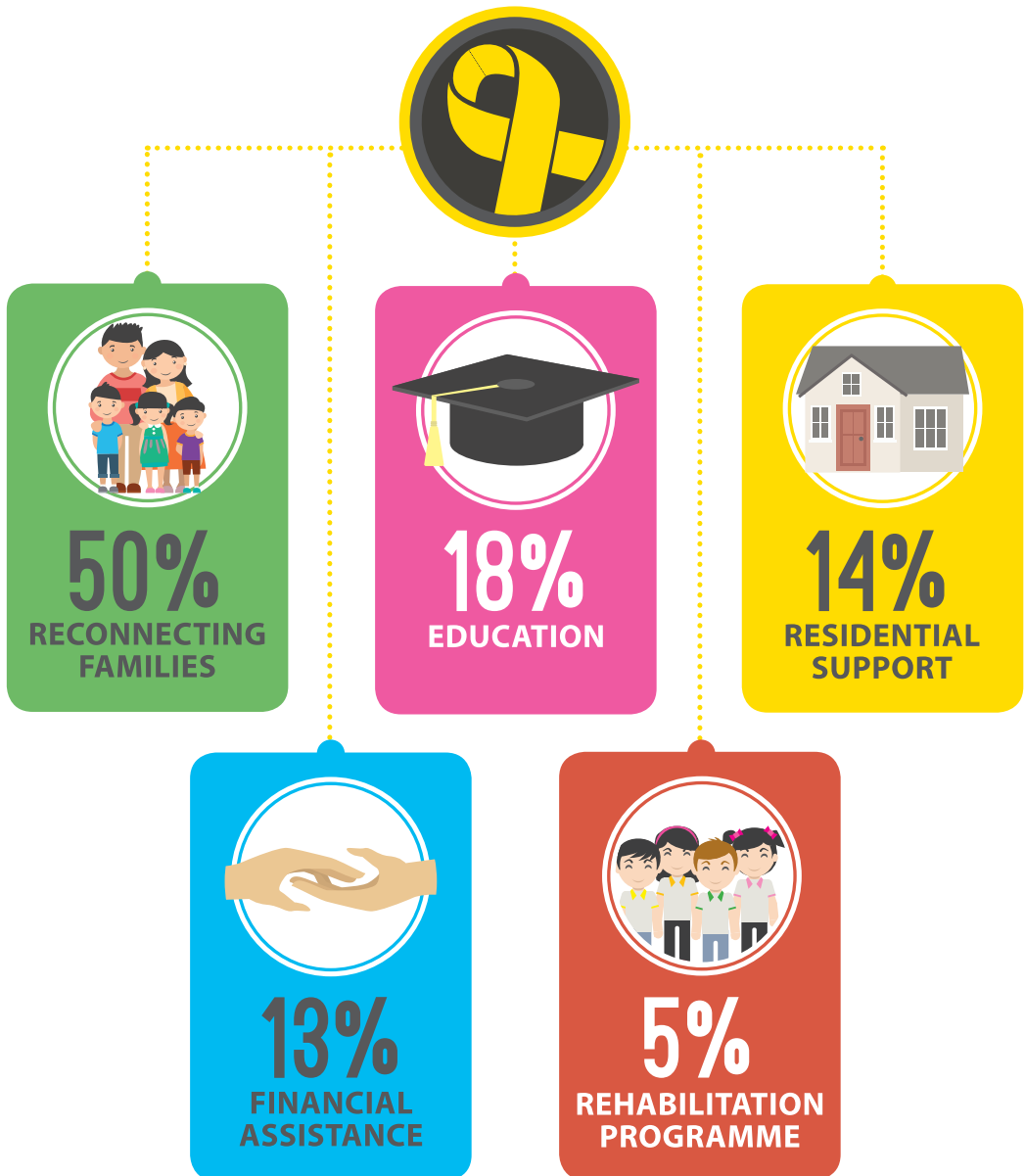


6,092
BENEFITTED FROM FUNDS
DISBURSED IN 2016

FUND DISBURSEMENT



The Yellow Ribbon Fund made a disbursement of \$2,128,957 in 2016. The fund goes toward programmes and services that help reconcile inmates and ex-offenders with their families, provides emergency financial assistance, education and other rehabilitative initiatives to support ex-offenders in their re-entry into society.





RECONNECTING FAMILIES

Enhancing the well-being of families and children of the incarcerated

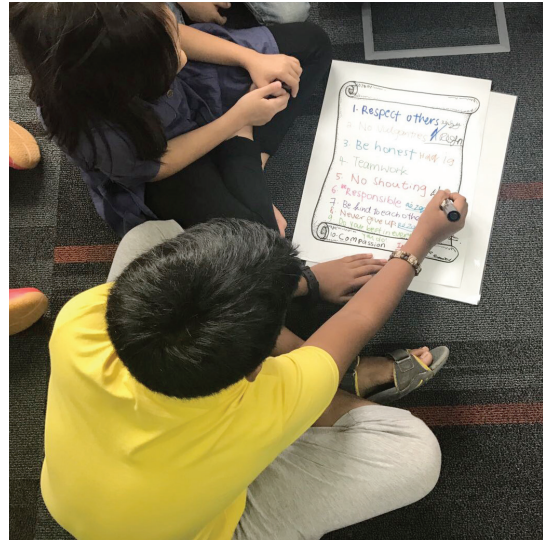
Yellow Brick Road

More often than not, the true victims of incarceration are the families of the ex-offenders. Many of them would face emotional trauma as they are thrown into dismay at the incarceration of their loved ones.

“Children suffer the most when their parents are incarcerated- this event lets them know that they are not forgotten by the community”

- Mrs Wong Ai Ai, Chairman Yellow Ribbon Fund (YRF)

YRF initiated the Yellow Brick Road Programme in 2014 with the aim of reducing the detrimental effects of incarceration and the burden it imposes on families and children of inmates. This is done through the provision of case management services for families, structured workshops and enrichment activities for the children.



“I am better able to manage my studies with the tuition provided”

- Child who has participated in the programme on how the tuition has helped him to manage his studies



In July this year, the Yellow Brick Road Programme was enhanced with a stronger focus on strengthening the future of offenders’ children through one-to-one home-based tuition and social enrichment workshops to unravel and develop their hidden potential and talent. As of 31 December 2016, more than 53 families and 84 children of inmates and ex-offenders have benefited from programmes under the Yellow Brick Road.



RECONNECTING FAMILIES



Story of Mdm T

Mdm T, 44 years old, is residing in a rented HDB unit in Woodlands. She has a family of five, but her husband is currently serving a prison term for drug-related offences, while her eldest son, 26 years old, is also suffering the same fate over a case of manslaughter. Her 25-year old second son, who was released from remand in August 2015, was assessed to be mentally ill and is seeing a counsellor at IMH.

Her youngest son is currently studying for a diploma at one of the polytechnics. He was diagnosed with blood cancer when he was in Secondary Four and has since been undergoing chemotherapy. Her youngest daughter, 13 years old, lacked the motivation to study and was constantly failing in English, Maths and Science.

Seeing this, YRF decided to support the family financially until they were able to receive long-term financial assistance. It also helped Mdm T's daughter take up a tuition programme to prepare her for the upcoming PSLE. The child showed improvement in her studies and managed to pass her PSLE in 2016, making her eligible for the Normal Academic Stream.



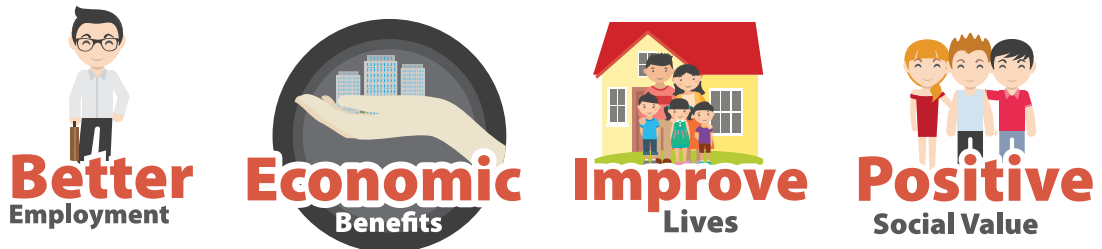


EDUCATION

Breaking the cycle of offending with education

Yellow Ribbon Fund Skills Training Assistance to Restart (STAR) Bursary

Education is the key driving force and social leveller which will enable ex-offenders to realise their potential and fulfil their dreams for a better future. With higher education, ex-offenders would have a better chance to compete successfully when seeking employment and thereby reaping economic and social gains for themselves and their families.



Given that ex-offenders generally come from the lower income groups, they would usually require financial assistance to pursue a tertiary education. However, there has been limited support available for ex-offenders and hence in 2010, YRF initiated the YRF STAR Bursary to offer financial support for ex-offenders in their pursuit of a tertiary education.

Through YRF STAR Bursary, YRF aims to provide support for ex-offenders to build viable futures for themselves and their families through upgrading for better employability and greater self-sufficiency. The beneficiaries of the YRF STAR Bursary can also serve as role models for other ex-offenders, inspiring them to also rebuild their lives through education.

“The financial support from Yellow Ribbon enables me to stay focused on my studies so that I will not have to worry about where to get money to pay for my next fee.”

– Beneficiary, YRF STAR Bursary

Since 2010, 127 ex-offenders have enrolled in the YRF STAR Bursary programme, out of which 53 have successfully graduated with a recognised diploma. 45 are currently studying with support from the programme.



Providing short term shelter for ex-offenders

Individual Transitional Accommodation Programme (iTAP)

iTAP aims to provide newly released female ex-offenders and those recovering from various forms of addiction with structured residential aftercare service. Professional aftercare workers assist them to secure long-term accommodation and manage their reintegration needs. Ex-offenders would ultimately receive the kind of support that would enable them to achieve goals such as permanent housing, living an addiction-free and productive life, and reintegration within the larger community.

Beautiful Life

Mdm R, aged 44 and an ex-drug addict, was confronted with urgent shelter and financial issues upon her release from Changi Women's Prison as she had no home and little family support. An ex-nurse with a history of depression and drug abuse, she stopped working after sustaining injuries in a fall. Mdm R was also declared bankrupt over unpaid credit card bills. Twice divorced, she was estranged from her sons over her inability to quit drugs.

Homelessness is a risk factor that would result in relapse to drugs, but iTAP (Individual Transitional Accommodation Programme) turned Mdm R's life completely around. It provided her a safe and supportive environment that kept her far away from drugs and drug dealers, and enabled her to stick to her medication regime, establish a healthy daily routine, and find gainful employment.

Today, Mdm R is happily employed, and is glad to also have been discharged from bankruptcy. She is continuing with her treatment at IMH, and also receiving counselling on emotional management. All these have helped her reconcile with her mother and eldest son, and her newfound religion offers another source of comfort and encouragement for her to stay a positive and productive individual.



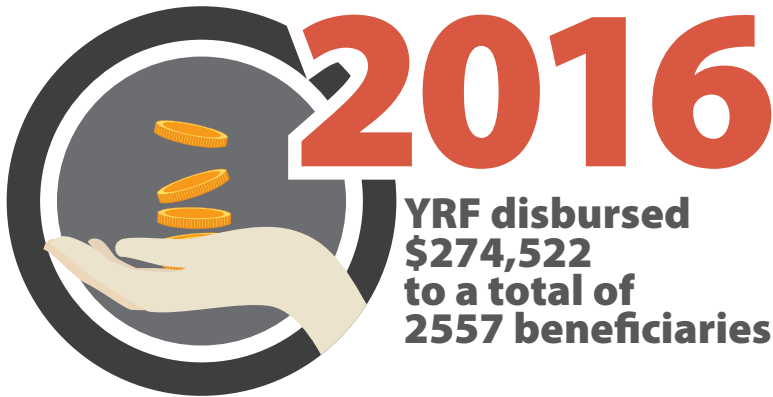


FINANCIAL ASSISTANCE

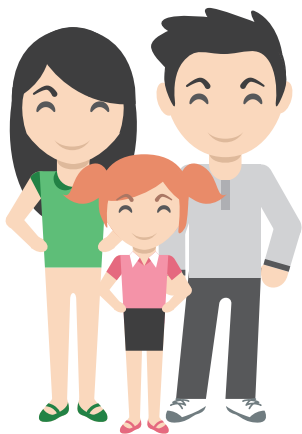
Restarting ex-offenders' lives

Yellow Ribbon Emergency Fund

Upon release, many ex-offenders would require financial resources to get back on their feet again. Established in October 2006, YRF Emergency Fund offers aid to newly released ex-offenders and their families who are in need of short-term financial assistance.



Families



Individuals



EVENTS FOR BENEFICIARIES



Mothers' Day Celebration

This year's celebration on 7 May was held right in the heart of Orchard Road at The Red Box. With the partnership of the Aspirants (EA) and sponsorship from YRF, 23 families from TJ Haven and prison-related programmes came together to honour mothers on this special day. Three ex-inmates shared and expressed their gratitude to their mums and wives for being around for them. A few of the mothers also shared their personal struggles and urged others to stay positive. The room, which was initially filled with laughter, soon took on a somber mood as tears flowed freely. Guests, volunteers and staff were all visibly touched.



Thumbs up... to all mothers!

Back-to-School Event

Members of the Rotary Club of Pandan Valley, this year's sponsor, came together on 17 December to gift 28 needy families with stationery and NTUC vouchers. A volunteer speaker gave a talk entitled "Why Am I Special?" to motivate some 65 children to see themselves as worthy.



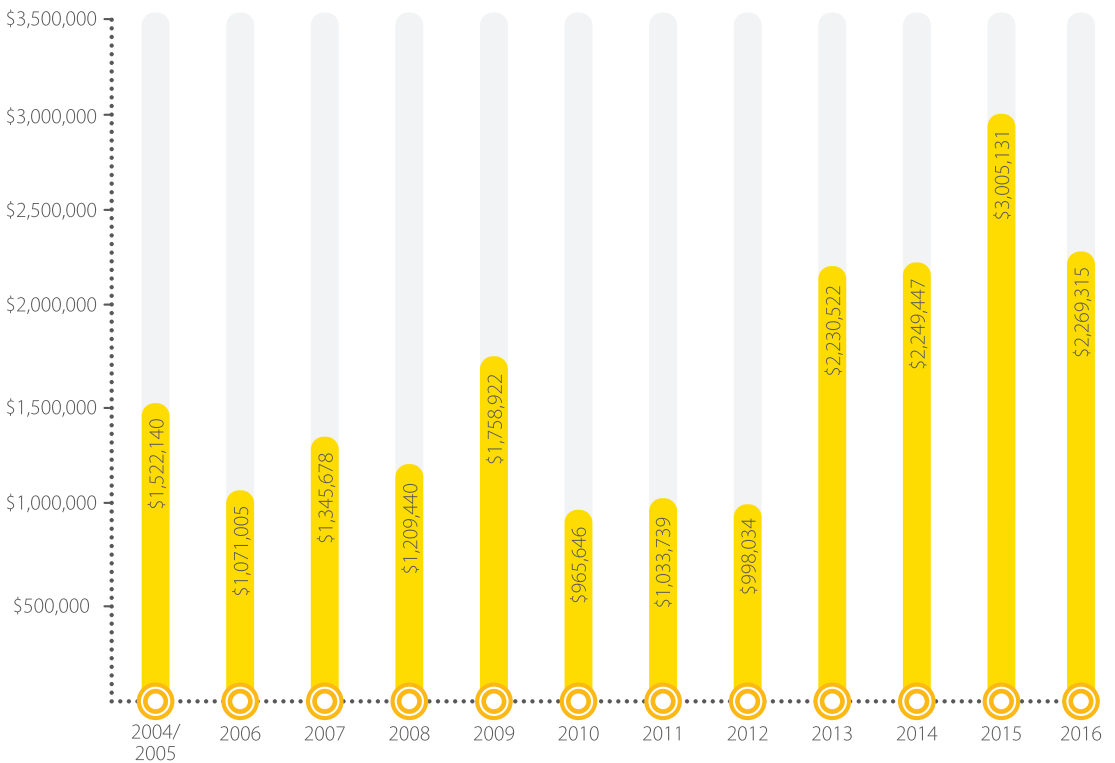
Thank you!



EVERY BIT COUNTS

Continuous support by life-changers

Yellow Ribbon Fund received strong support from wide-ranging sources in 2016. Corporate and individual donors gave generously to the Fund, hitting a total of \$2,269,315. The number of beneficiaries remains high, and the budget set aside for various rehabilitation and reintegration programmes for inmates, ex-offenders and their families continue to be significant. Every bit counts, because every life counts - the more you give, the more YRF can do!



MANY HELPING HANDS



YRF Charity Golf & Dinner 2016

The biennial charity golf event held on 23 March was graced by Minister for Social and Family Development, Mr Tan Chuan-Jin. The Singapore Island Country Club attracted some 130 guests to the event, which saw exciting highlights such as performances by an ex-offender Mr Hazlin and his band, SoulMatrixs who were warmly received by the guests. They were encouraged by the support offered by both corporations and individuals, which resulted in \$433,376 being raised for the YRF.



Dining Behind Bars

Held every quarter, this exclusive event allows guests to understand the rehabilitation efforts made by Prisons and SCORE. Guests enjoy three-course meals prepared by the inmates who are mentored by guest chefs from Singapore Chefs Association, and can also take a tour around the rehabilitative workshop in Prisons. This year, YRF was honoured to have Minister for Social and Family Development, Minister Tan Chuan-Jin and Parliamentary Secretary for Ministry of Home Affairs, Mr Amrin Amin join us during one of the Dining Behind Bars events.





MANY HELPING HANDS

The Yellow Brick Road Charity Brunch

The Prestige Children Committee fundraised for the Yellow Brick Road programme through a brunch event that was held on 11 December at One Farrer Hotel. The Christmas-themed brunch event was attended by 200 guests. Ms Natasha Liok, Co-Chair of Yellow Brick Road, delivered an inspirational speech that motivated the guests to offer further support for the programme. A total of \$168,981 was raised for the programme through the charity brunch.



A Night with Paul Williams

Supported by the JC Trust Ltd, the Singapore Academy of Law (SAL) together with YRF held *A Night with Paul Williams* on 12 November, raising a total of \$206,400 for the YRF-SAL STAR Bursary Fund. Mr Paul Williams, acclaimed actor, songwriter and performer made a rare appearance in Singapore for this charity concert. Paul, himself an ex-drug addict, was able to relate to the cause and understand the hardships faced by ex-offenders on their reintegrated journey. The audience, comprising mostly his fans and members of the legal fraternity, was treated to some of his familiar hits while beneficiaries of the bursary fund enjoyed a meet-and-greet and an autographed copy of his book, *Gratitude and Trust*.



CITI-YMCA Youth For Causes

This year, YRF worked with two student groups, Project Hiraeth and Project Ønske for the Citi-YMCA YFC collaboration. Both student groups held their own concerts, titled *Take Flight* and *Enigma* respectively, and also engaged in street busking in support of the YRF. The two teams together raised a total of \$9,784.90 for the fund.



YRF BENEFICIARIES 2016



No.	Service Provider	Programme	Funds Disbursed	No. of Beneficiaries
Residential Support				
1	Christian Care Services (Singapore)	Residential Aftercare Support Programme (RASP)	\$31,110	9
2	Green Haven Halfway House		\$27,000	3
3	HEB-Ashram Halfway House		\$13,500	10
4	Jamiyah Halfway house		\$23,760	10
5	Pertapis Halfway House		\$27,000	13
6	Teen Challenge		-	8
7	The New Charis Mission		\$27,000	23
8	Highpoint Community Services Association	Transitional Living Programme	\$48,132	20
9	IC@RE Hub	Individual Transitional Aftercare Programme	\$86,120	22
10	New Hope	Shelter Services	\$21,888	8
Sub-Total			\$305,510	126

Rehabilitation Programme				
11	Pertapis Halfway House	SPICE-UP Programme	\$20,000	106
12	Singapore After-Care Association	Drop-In Centre (DIC)	\$40,000	367
13	Singapore Anti-Narcotics Association	Ex-offenders Assistance Scheme	\$40,000	192
Sub-Total			\$100,000	665



YRF BENEFICIARIES 2016

No.	Service Provider	Programme	Funds Disbursed	No. of Beneficiaries
Reconnecting Families				
14	AMKFSC - Youth Infinity	Yellow Ribbon Fund - Yellow Brick Road	\$134,274	53
15	Focus on the Family	Date with Dad	\$58,821	56
16	Inmates' Families Support Fund	Inmates' Families Support Fund	\$50,000	1817
17	ISCOS	Fairy Godparents Programme	\$533,287	442
18	Lakeside Family Services	TJ Haven	\$60,000	69
19	Life Community Services Society	Friends of Children	\$75,000	66
20	The Salvation Army	Kids in Play	\$150,000	41
Sub-Total			\$1,061,382	2544

Education				
21	SCORE	YRF SCORE Training	\$70,473	169
22	Yellow Ribbon Fund	YRF STAR Bursary	\$317,070	31
Sub-Total			\$387,543	200

Financial Assistance				
23	Yellow Ribbon Fund	Yellow Ribbon Emergency Fund	\$274,522	2557
Sub-Total			\$274,522	2557



The total amount of funds disbursed in the year 2016 is \$2,128,957 and the total number of beneficiaries is 6092.



Appointment of Board members

All YRF Main Committee members are appointed by Ministry of Home Affairs (MHA) for a term of three years. All YRF Sub-Committee members are appointed by Chairman YRF for a term of two years. The Secretariat team consists of an Assistant Secretary and an Assistant Treasurer who are appointed by Chairman YRF. All Terms of Reference for the committees are given to the committee members with their appointment letters.

Roles of the Board

Board meetings are held on a quarterly basis, and the Board corresponds via email when the need arises. It provides leadership and guidance to management on YRF's overall strategy, ensuring that the necessary financial and human resources are in place, reviews management performance, and ensures adequacy of its control and risk framework and standards, including ethical standards. The Board approves all board, committee and top management appointments, policies, products and services, budgets, staff remuneration, and payments in excess of pre-set limits.

Board Meetings

All minutes are signed off by the Chairman of the respective committees. Attendance of the members in the respective Sub-Committees are also reported to Chairman YRF. All minutes of Sub-Committee meetings are circulated to Chairman YRF within two weeks of approval.

Conflict of Interest Policy

The Board has established a Conflict of Interest Policy to assist in identifying and managing potential areas of conflict. All directors and key management personnel undertake to declare any situation where conflict may arise, they abstain from decision-making in such instances so as to allow a fair and transparent decision-making process, and annually including negative affirmation.

Reserves Policy

YRF's Reserves Policy can be found in YRF's Financial Statements 2016.

Loans Policy

YRF does not approve any loans to committee members, staff or other organisations.



CORPORATE GOVERNANCE

Remuneration

All YRF Main Committee and Sub Committee members are volunteers and do not receive remuneration from YRF. None of the top three highest paid staff in YRF receives more than \$100,000 in annual remuneration.

Internal Controls for Financial Matters

YRF Financial Rules and Regulations are in place to govern financial matters in key areas such as budget planning, operating of bank accounts, receipts and records of payment.

Other Policies

YRF has in place policies covering fundraising, cash and donation, procurement, management of meetings, HR (aligned to that of Singapore Corporation of Rehabilitative Enterprises' Human Resource), fund disbursement and Personal Data Protection.



Governance Evaluation Checklist

S/N	Description	Code ID	Response (Select one option)	Reasons for Non-Compliance
Board Governance				
A	Are there board members holding staff appointments? [Skip items 1 and 2 if "No"]		No	
1	If the governing instrument permits staff to become Board members, they should comprise not more than one-third of the Board.	1.1.2	Not Applicable	
2	Staff do not chair the board.	1.1.2	Not Applicable	
3	There is a maximum limit of four consecutive years for the Treasurer position (or equivalent, e.g. Finance Committee Chairman).	1.1.6	Complied	
4	The board has an audit committee (or designated Board members) with documented terms of reference.	1.2.1	Complied	
5	The Board meets regularly with a quorum of at least one-third or at least three members, whichever is greater (or as required by the governing instrument).	1.3.1	Complied	
Conflict of Interest				
6	There are documented procedures for Board members and staff to declare actual or potential conflicts of interest to the Board.	2.1	Complied	
7	Board members do not vote or participate in decision-making on matters where they have a conflict of interest.	2.4	Complied	
Strategic Planning				
8	The Board reviews and approves the vision and mission of the charity. They are documented and communicated to its members and the public.	3.1.1	Complied	
9	The Board approves and reviews a strategic plan for the charity to ensure that the activities are in line with its objectives.	3.2.2	Complied	
Human Resource Management				
10	The Board approves documented human resource policies for staff.	5.1	Not Applicable	YRF follows SCORE's HR policy and practices
11	There are systems for regular supervision, appraisal and professional development of staff.	5.6	Not Applicable	
Financial Management Controls				
12	The Board ensures internal control systems for financial matters are in place with documented procedures.	6.1.2	Complied	
13	The Board ensures reviews on the charity's control, processes, key programmes and events.	6.1.3	Complied	



CORPORATE GOVERNANCE

S/N	Description	Code ID	Response (Select one option)	Reasons for Non-Compliance
14	The Board approves an annual budget for the charity's plans and regularly monitors its expenditure.	6.2.1	Complied	
15	The charity discloses its reserves policy in the annual report.	6.4.1	Not Applicable	YRF's Reserves Policy is found in the Financial Statement
B	Does the charity invest its reserves? (Skip item 16 if "No")		No	
16	The Charity invests its reserves in accordance with an investment policy approved by the Board. It obtains advice from qualified professional advisors, if deemed necessary by the Board.	6.4.3	Not Applicable	
Fundraising Practices				
17	Donations collected are properly recorded and promptly deposited by the charity.	7.2.2	Complied	
Disclosure and Transparency				
18	The charity makes available to its stakeholders an annual report that includes information on its programmes, activities, audited financial statements, Board members and executive management.	8.1	Complied	
C	Are Board members remunerated for their Board services? (Skip items 19 and 20 if "No")		No	
19	No Board member is involved in setting his or her own remuneration.	2.2	Not Applicable	
20	The charity discloses the exact remuneration and benefits received by each Board member in the annual report.	8.2	Not Applicable	
D	Does the charity employ paid staff? (Skip items 21 and 22 if "No")		Yes	
21	No staff is involved in setting his or her own remuneration.	2.2	Complied	
22	The charity discloses in its annual report the annual remuneration of its three highest paid staff who each receives remuneration exceeding \$100,000, in bands of \$100,000. If none of its top three highest paid staff receives more than \$100,000 in annual remuneration each, the charity discloses this fact.	8.3	Complied	
Public Image				
23	The charity accurately portrays its image to its members, donors and the public.	9.1	Complied	

MANAGEMENT COMMITTEES



YRF Main Committee Members 2016

CHAIRMAN

Mrs Wong Ai Ai
Principal, Baker & McKenzie.Wong & Leow, Member of the Global Executive Committee,
Baker & McKenzie.

VICE CHAIRMAN

Mr Manraj S. Sekhon*

VICE CHAIRMAN

Dr Lucas Chow Wing Keung
Chairman, Health Promotion Board

SECRETARY

Mr Stanley Tang
Chief Executive Officer, SCORE

TREASURER

Mr Leow Tze Wen
Chairman, EQ Insurance Company Ltd / Group Managing Director, Citystate Group Pte Ltd

MEMBERS

Mr Desmond Chin*
Commissioner, Singapore Prison Service

Mdm Shie Yong Lee*
Deputy Commissioner, Singapore Prison Service

Mr Koh Siong Ling*
Head, Elections Department (ELD) PMO

Mr Colin Low
President & Chief Executive Officer, Singapore Investment Development Corporation

Mr Mohamed Abdul Jaleel
Chief Executive Officer, MES Group Investment Holding Pte Ltd & Group of Companies

Ms Lai Siu Chiu
Senior Judge, Supreme Court of Singapore

Ms Christina Teo Tze Wei
Chief Executive Officer, Catpital Private Limited

Mr Asad Jumabhoy
Chief Executive Officer, The Scotts Group Pte Ltd.

Mr Woo Woh Kuan, Christopher
Head of Tax, PwC Singapore Pte Ltd

Mr Nazri Hadi Saporin
Assistant to Editor, Berita Harian Berita Minggu

Ms Yong Hsin Yue
General Manager, Special Projects Wilmar International Limited

ADVISOR

Mr Phillip Tan
Vice-President, National Council of Social Service, Chairman, Community Chest Group Finance
Director, Citystate Capital Asia Pte Ltd

[†]There were four YRF Main Committee Meetings in 2016.
There is a minimum quorum of at least eight committee members required for each meeting.
In 2016, YRF achieved an average attendance of 67% of all YRF Main Committee members.

* Mr Desmond Chin was a member of YRF Committee until 31 Sept 2016.

* Mdm Shie Yong Lee was a member of YRF Committee on 1 October 2016.

* Mr Sekhon was previously CEO of Fullerton Fund Management and left this role on 8 Nov 2016.

* Mr Koh Siong Ling was seconded to Elections Department (ELD) PMO on 1 December 2016.



MANAGEMENT COMMITTEES

YRF Advancement Committee

The YRF Advancement Committee is responsible for the planning and execution of appropriate fundraising efforts which will go towards funding a variety of rehabilitation and reintegration programmes as well as family support programmes to aid ex-offenders in their successful reintegration.

CO-CHAIRMAN

Mr Colin Low

President & Chief Executive Officer, Singapore Investment Development Corporation

CO-CHAIRMAN

Dr Lucas Chow Wing Keung

Chairman, Health Promotion Board

MEMBERS

Mr Mohamed Abdul Jaleel

Chief Executive Officer, MES Group Investment Holding Pte Ltd & Group of Companies

Ms Christina Teo Tze Wei

Chief Executive Officer, Catpital Private Limited

Mr Asad Jumabhoy

Chief Executive Officer, The Scotts Group Pte Ltd.

Mr Pithambar Gona

Volunteer for YRF

There were two YRF Advancement Committee Meetings in 2016.

There is a minimum quorum of at least three committee members required for each meeting.

In 2016, YRF achieved an average attendance of 58% of all YRF Advancement Committee members.

YRF Fund Allocation Committee

The YRF Fund Disbursement Committee reviews and evaluates the current programmes and services to ensure that they meet the needs of the targeted clientele and aftercare sector. The Committee will assist in making recommendations to the YRF Committee in the areas of allocation and disbursement of funds to programme and services.

CHAIRMAN

Mr Manraj S. Sekhon*

VICE-CHAIRMAN

Mr Asad Jumabhoy

Chief Executive Officer, The Scotts Group Pte Ltd

MEMBERS

Mr Stanley Tang

Chief Executive Officer, SCORE

Ms Lai Siu Chiu

Senior Judge, Supreme Court of Singapore

Mr Koh Siong Ling*

Head, Elections Department (ELD) PMO

Mr Nazri Hadi Saporin

Assistant to Editor, Berita Harian Berita Minggu

There were two YRF Fund Allocation Committee Meetings in 2016.

There is a minimum quorum of at least three committee members required for each meeting.

In 2016, YRF achieved an average attendance of 67% of all YRF Fund Allocation Committee members.

* Mr Sekhon was previously CEO of Fullerton Fund Management and left this role on 8 Nov 2016.

* Mr Koh Siong Ling was seconded to Elections Department (ELD) PMO on 1 December 2016.

MANAGEMENT COMMITTEES



YRF STAR Bursary Committee

Launched in 2010, the Yellow Ribbon Fund STAR (Skills Training Assistance to Restart) Bursary aims to provide bursaries to financially needy ex-offenders for vocational and skills training to help them achieve employability and self-sufficiency. The YRF Bursary Selection Committee interviews and recommends applicants for the programme.

CHAIRMAN

Mr Desmond Chin*
Commissioner, Singapore Prison Service

CHAIRMAN

Mdm Shie Yong Lee*
Deputy Commissioner, Singapore Prison Service

MEMBERS

Dr Lucas Chow Wing Keung
Chairman, Health Promotion Board

Mr Lee Tzu Yang
Chairman, The Esplanade Co Ltd

Ms Charlotte Yew Li Lin
Volunteer, Prison Fellowship Singapore

Ms Celeste Ang
Associate Principal, Baker & McKenzie Wong & Leow

Mr Joshua Tay*
Volunteer for YRF

* Mr Desmond Chin was a member of YRF Committee until 31 Sept 2016.

* Mdm Shie Yong Lee was a member of YRF Committee on 1 October 2016.

* Mr Joshua Tay was appointed as a Committee Member on 22 July 2016.

YRF Audit Committee

The YRF Audit Committee facilitates the external and internal audit of the organisation to obtain independent information about the organisation's activities.

CHAIRMAN

Ms Yong Hsin Yue
General Manager, Special Projects Wilmar International Limited

MEMBERS

Ms Lai Siu Chiu
Senior Judge, Supreme Court of Singapore

Mr Woo Woh Kuan Christopher
Head of Tax, PwC Singapore Pte Ltd

Mr Bernard Peh
Managing Director, University of Chicago

Mr Khushroo Dastur
Managing Director, Sirrus Advisory

Ms Christina Teo Tze Wei
Chief Executive Officer, Catpital Private Limited

There were three YRF Audit Committee Meetings in 2016.

There is a minimum quorum of at least three committee members required for each meeting.

In 2016, YRF achieved an average attendance of 67% of all YRF Audit Committee members.



MANAGEMENT COMMITTEES

YRF Family & Children's Welfare Committee

The YRF Family & Children's Welfare Committee looks at developing programmes to meet the needs for family and children of the incarcerated.

CHAIRMAN

Mr Woo Woh Kuan Christopher
Head of Tax, PwC Services LLP

MEMBERS

Ms Rebekah Lin
Co-Founder, 50 for 50

Mr Nazri Hadi Saparin
Assistant Editor, Berita Harian Berita Minggu

Dr Adelia Low
Volunteer for YRF

Ms Lim Shu Ting, Laura
Director, Burda Singapore Pte Ltd (Prestige) Circulations & Promotions

Ms Natasha Liok
Volunteer for YRF

Ms Ane Hariati Bakri
Marketing Manager, Burda Singapore Pte Ltd (Prestige)

Ms Stephanie Lee
Volunteer for YRF

Ms Marilyn Lum
Volunteer for YRF

Ms Michelle Eng
Volunteer for YRF

Ms Tan Min Li
Volunteer for YRF

There were two YRF Family & Children's Welfare Committee Meetings in 2016.
There is a minimum quorum of at least three committee members required for each meeting.
In 2016, YRF achieved an average attendance of 38% of all YRF Family & Children's Welfare Committee members.

FINANCIAL STATEMENTS



YELLOW RIBBON FUND

[UEN: T04CC1808H]

[IPC No: IPC000045]

STATEMENT OF COMPREHENSIVE INCOME

For the financial year ended 31 December 2016

	2016 S\$	2015 S\$
Income		
Donations received	423,885	287,721
Events income	450,741	1,211,484
Grants & Bursary	643,307	544,168
Sales of items	10,687	10,063
Miscellaneous income	199,984	-
Total income for general fund	1,728,604	2,053,436
LESS: EXPENDITURE		
Audit fee	33,019	13,989
Bad debts written off	-	165
Bank charges	1,902	1,519
Charity golf expenses	62,008	-
Charity Management System Maintenance Fee	2,140	-
Community art exhibition expenses	3,813	13,160
Depreciation	12,032	-
Dining behind bars expenses	12,974	9,591
Gala dinner expenses	-	200,355
General and miscellaneous expenses	26,742	78,144
Other events expenses	22,909	17,176
Printing and stationery	4,303	1,604
Production of corporate video	-	24,650
Production of yellow ribbon pack	7,448	23,394
Research Fee	10,000	-
Staff costs	376,154	220,154
Supplies and material costs	3,493	18,136
Transport	16,409	16,091
Volunteer expenses	1,727	2,724
YBR tuition fee	44,936	-
YMCA youth for course expenses	1,095	2,596
Total expenditure for general fund	643,104	643,448
Operating surplus for the year	1,085,500	1,409,988
Add/ (less): Other income/(expenditure)		
Disbursement of funds	(1,093,132)	(821,579)
Interest income	8,695	4,498
	(1,084,437)	(817,081)
Surplus for the year	1,063	592,907
Total Comprehensive Income for the year	1,063	592,907

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



FINANCIAL STATEMENTS

YELLOW RIBBON FUND

[UEN: T04CC1808H]

[IPC No: IPC000045]

STATEMENT OF COMPREHENSIVE INCOME

For the financial year ended 31 December 2016

	2016 S\$	2015 S\$
ASSETS		
Plant and Equipment	42,111	-
Current assets		
Other receivables	508,386	133,085
Prepayments	71,112	-
Fixed deposits with bank	1,329,700	1,320,156
Cash and cash equivalents	2,779,131	4,341,348
Total current assets	4,688,329	5,794,589
TOTAL ASSETS	4,730,440	5,794,589
LIABILITIES		
Current liabilities		
Other payables	143,096	579,230
Total current liabilities	143,096	579,230
NET ASSETS	4,587,344	5,215,359
FUNDS		
Yellow Ribbon Prestige Children fund	347,055	393,091
YRF- ISCOS Fairy Godparent Programme fund	-	315,520
YRF- Star Bursary fund	103,521	98,521
General Fund	4,136,768	4,408,227
TOTAL FUNDS	4,587,344	5,215,359

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



SUPPORT US

If you would like to make a donation to us,
please make your cheque payable to Yellow Ribbon Fund:

Yellow Ribbon Fund Secretariat
Prisons HQ
407 Upper Changi Road North
Singapore 507658

For more information, please go to our website:
www.yellowribbon.org.sg