

SPARKING HOPE IN THE NEW NORMAL



“Be like a dandelion. Whenever they fall apart, they start again. Have hope.”

It goes without saying that the global pandemic has affected all of our lives, but especially on one of the most vulnerable and marginalised members in our society: ex-offenders and their families. But, just as a dandelion pushes through concrete and adapts to harsh conditions, so can these individuals and their loved ones remain resilient in the face of a New Normal and eventually pay it forward to impact even more people.

However, it is not something they could do alone. Here's how Yellow Ribbon Fund adapted and forged ahead, with the collective effort of cherished partners, donors and the community at large, to help beneficiaries overcome the various challenges brought about by a particularly trying year – read it and be inspired.

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CHAIRMAN'S FOREWORD

MR EDMUND CHENG WAI WING
Chairman
Yellow Ribbon Fund



As 2020 comes to a close, life as we knew it has changed. What hasn't changed, however, is that life continues to affect all of us differently.

In his book *A Tale of Two Cities* written two centuries ago, Charles Dickens aptly writes: "It was the best of times; it was the worst of times."

His words still ring true today.

2020 will be remembered by many as the year of the Covid-19 pandemic. For us at Yellow Ribbon Fund (YRF), it was a defining year in more ways than one. With agility, creativity, courage and resilience, we faced new challenges. These challenges included adjusting operations of the organisation, meeting new needs of the beneficiaries, as well as coordinating and partnering with corporates, donors and supporters in the face of uncertainties brought about by the pandemic.

CHAIRMAN'S FOREWORD

Responding Quickly In Challenging Times

We were swift in finding creative ways to support the new needs that arose in our beneficiaries during the pandemic. YRF promptly provided care packs containing necessities and grocery vouchers to beneficiaries' families, and funded tablet devices for children of the incarcerated to support their virtual learning during the circuit breaker period.

In 2020, YRF also funded new initiatives aimed at assisting ex-offenders, their families and children who were adversely affected by the pandemic. With this support, our beneficiaries and their loved ones can continue to stay resilient to overcome life's challenges – just like dandelion seeds that push through the harshest conditions – and eventually reunite with each other upon the family member's release from prison.

Prized Partnerships

We recognise that corporates and businesses are an integral part of the community and key partners in our journey to do good. With strong support from both new and existing partners, all of our programmes and services were able to continue operating and rapidly adapt to the restrictions.

In 2020, YRF worked with new partners such as the Singapore Federation of Chinese Clan Associations, Wing Tai and Mapletree Investments to support our programmes. As a result of their contributions, YRF was able to assist more beneficiaries in pursuing their academic goals.

The team also responded quickly by piloting several new and innovative fundraising endeavors such as an online auction and a virtual musical, which continued to raise funds for our beneficiaries.

Forging Ahead

Innovation has always been a key element in our efforts to equalise opportunities for our beneficiaries. The Covid-19 crisis required us to develop new practices and technologies in order to continue supporting them during this uncertain time. Marked by unpredictability, the year has not been easy for the team, but even more so for our beneficiaries.

As we evaluate the impact of the Covid-19 situation, we anticipate longer-term concerns for ex-offenders and their families and children. They would face unequal, and often worse, social conditions and outcomes.

As we enter the new year, we aspire to strengthen and expand our collaborations with corporations, partners and beneficiaries to co-create a more sustainable and compassionate society that advocates and supports second chances.

Collectively, we act to provide much needed relief from the harsh effects of the ongoing pandemic and spark hope in the new normal for our beneficiaries.

CORPORATE PROFILE

The Yellow Ribbon Fund (YRF)¹ is committed to Restoring Hope. Established in 2004, YRF lights the way as Singapore's first national charitable fund devoted to the rehabilitation and reintegration of ex-offenders, families and children of incarcerated.

Despite the best efforts of many ex-offenders who are determined to change their lives for the better, the path to reintegration remains an uphill battle. Rejections from society on various levels may lead to a relapse into a criminal cycle. YRF strives to empower ex-offenders to seize new chances and establish new paths by administering funds for a variety of transformative programmes and services in the spirit of giving second chances.

Since its inception, YRF has disbursed over \$17 million to fund programmes and services that have benefited more than 54,000 ex-offenders and their families.

YRF's vision and mission are aligned with Yellow Ribbon Singapore (YRSG)'s. For more information, please visit yellowribbon.gov.sg.

Specifically, YRF provides financial support for:

Rehabilitative and aftercare services for inmates and ex-offenders

Public awareness programmes to foster a more inclusive and compassionate society

Rehabilitation and reintegration support programmes for inmates and ex-offenders' families

¹YRF is registered under Yellow Ribbon Singapore*, the secretariat of the CARE Network[†], which brings key community and government agencies together to promote seamless in-care to aftercare support for ex-offenders. YRF has been granted Institute of Public Charter (IPC) status since August 2004 (Charity Registration Number (UEN): T04CC1808H).

* Yellow Ribbon Singapore 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.

[†]Community Action for the Rehabilitation of Ex-Offenders (CARE) Network.

2020 AT A GLANCE

First-ever online musical raised **\$122,150**

Received support from **643** individuals and **50** corporates

Provided over **400** ex-offenders and families with short-term financial aid during Covid-19 via Yellow Ribbon Emergency Fund

\$1,317,371 distributed to beneficiaries

Distributed back-to-school packs to over **200** children

Silent charity auction raised **\$189,971**

Distributed CIMB release packs containing vouchers and pre-loaded cards to **1,465** ex-offenders

Sponsored over **20** children with tablet devices and data plans for e-learning during Circuit Breaker period

Supported more than **30** ex-offenders with interim housing during Covid-19 via Residential Aftercare Support Programme

Organised 8 new online campaigns during Covid-19 pandemic that raised over **\$100,000**

\$2,431,494 raised in total

Assisted over **7,825** ex-offenders and families

Donated essential Care Packs to over **100** families and children



ENABLING A BRIGHTER FUTURE THROUGH EDUCATION

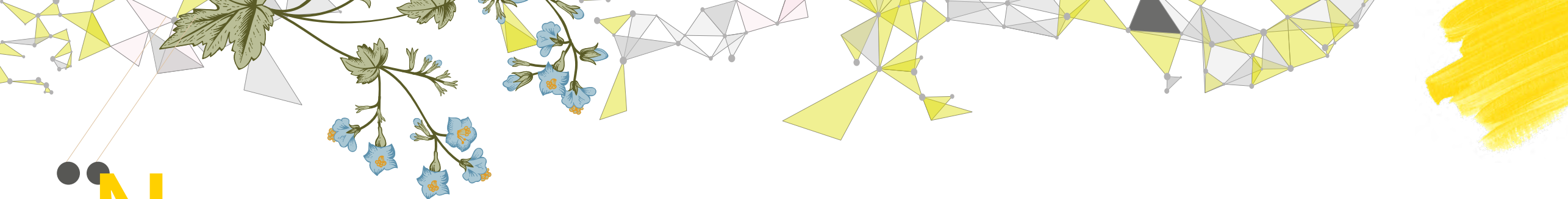
For many ex-offenders, rebuilding their lives after prison feels like a bleak endeavour as they struggle to reintegrate back into society. Some may give up and fall back into a life of crime.

To instill hope of a better and more sustainable future for ex-offenders and their loved ones, the **Yellow Ribbon Fund (YRF) Skills Training Assistance to Restart (STAR) Bursary Programme** provides these individuals with key opportunities to upgrade themselves via the pursuit of higher education.

Not only does this equip them with new skills and knowledge to broaden their employment prospects, it also boosts their self-esteem so they can re-enter society with newfound confidence, improving their odds of leading a productive and crime-free life. In addition, it encourages them to break away from unhealthy connections and build new bridges in more positive social settings – even becoming role models for other ex-offenders.

In this section, read two inspiring stories of how the YRF STAR Bursary has enabled our beneficiaries to rediscover their life's purpose, pursue their ambitions and pay it forward in their own ways.





**No words
can express
my gratitude
towards YRF.
It has aided
me during
my entire
polytechnic
journey,**

MR ALVIN TAN

STAR BURSARY BENEFICIARY

Alvin's parents got divorced when he was a little boy. Due to a lack of parental attention growing up, he ended up joining a gang where he was constantly looked up to by his peers, which only motivated him to perform more daring wrongdoings. Eventually, Alvin was detained for causing grievous harm to others during one of his gang fights.

While attending a chapel service in prison one day, Alvin's counsellors introduced him to the YRF STAR Bursary Programme. He decided to enroll into a Diploma Programme with Republic Polytechnic, a decision which marked a turning point in his life.

Having left school life for many years, going back to it was not easy.


"Being 7 years older than the majority of the people in my cohort definitely had an impact, both in terms of communication with my peers and my capacity to learn.

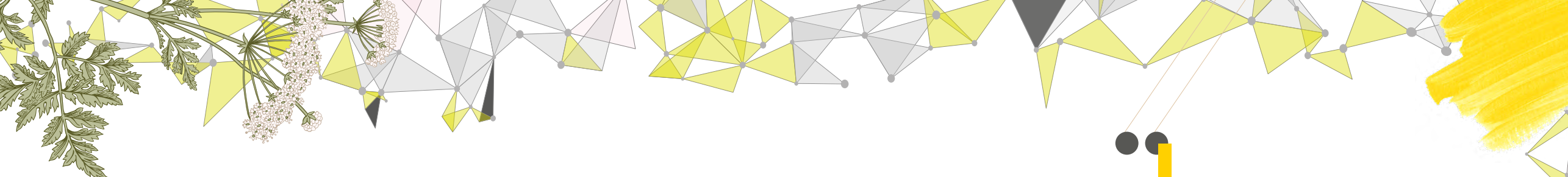
However, my own determination and discipline to do well helped me overcome these challenges," he says.

With YRF's financial help, Alvin was able to concentrate on his studies without having to worry about his finances. In addition, YRF provided him with essential emotional and moral support. His case worker kept in constant contact with him, offering him support and care when he needed it.

"No words can express my gratitude towards YRF. It has aided me during my entire polytechnic journey," he says. "Beyond the monetary value, it provided me with a chance to study in a more conducive and comfortable environment without financial concerns, and achieve my fullest potential."

As of today, Alvin is in his third year of the Republic Polytechnic Diploma Programme, completing his diploma by the end of 2021.





When Roslinda was sentenced to prison for drug use, possession and trafficking, she felt very unprepared for what was to come.

She says, “It was not easy getting that kind of sentence. Everything, including my future, seemed doomed. I had to leave my son, my mother, and my family.”

During her incarceration, Roslinda went through a divorce and her father almost died in an accident which left him paralyzed. However, it was also during this time that she discovered her life’s purpose.

“I came to realize that there is a blessing in disguise to whatever happens in life,” she says. “I learned to see how fortunate I am, and my purpose in life which is to make the world a better place to live in. In order to be aligned with this purpose, I have to first change and continuously grow and improve myself.”

This happened when she chanced upon a poster about the YRF STAR Bursary, which informed her about how the programme supports and funds ex-offenders who wish to further their studies after imprisonment. “Every day, I would look at the poster and it motivated me to pursue my studies after my release.”

YRF provided her with financial assistance so that she could fully concentrate on her studies at Republic Polytechnic without worrying about how to meet her daily expenses like handphone bills, transport and food.

Going back to school wasn’t a smooth-sailing journey – she was 31 years old with basic IT knowledge, and had lost touch with the outside world and its advancements. She was slow in typing and did not know how to use many functions on the laptop. Worst of all, she experienced a culture shock as her classmates were almost half her age.

Roslinda was easily burnt out at first, but things changed for the better when a case worker was assigned to her. “She gave me the support that I was dying for, and helped me out many times,” she explains. “When my laptop was spoiled, she and YRF sourced for a replacement because there’s nothing much I could do without one. There weren’t any books that I could refer to as everything was done on that device. With YRF’s assistance, I was able to quickly get back to my studies.”

Today, Roslinda works full time as a Human Resource Assistant, where she is able to support her own family financially, as well as give back to society by providing help to those in need.

I learned to see how fortunate I am, and my purpose in life which is to make the world a better place to live in.

MS ROSLINDA

STAR BURSARY BENEFICIARY





RECONNECTING FAMILIES, STRENGTHENING TIES

When a parent is imprisoned, the children they leave behind usually suffer in silence, becoming “invisible victims” of their parents’ incarceration. Often left to make sense of the situation on their own, many children are unable to cope with their emotions.

In fact, research has shown that having a parent behind bars not only impacts many aspects of a child’s life, such as their relationship with other family members and their performance at school, but also puts them at risk of developing antisocial or delinquent behaviour. As such, the likelihood of intergenerational offending increases as well, especially among boys aged seven and up.

Recognising these risks, the child-centric **Yellow Brick Road (YBR) Programme** was created in 2014 to provide a safety net for society’s most vulnerable members and, ultimately, help break the generational cycle of criminal behaviour.

Ahead, two mothers share moving stories of how their family’s lives have been transformed for the better through YBR’s initiatives.





The Yellow Brick Road programme brought us closer as a family because it enables us to communicate and understand one another.

MDM AISHAH

YELLOW BRICK ROAD PROGRAMME
BENEFICIARY

Mother-of-five Mdm Aishah faced numerous difficulties when her husband Mr Razz was incarcerated for the second time due to drug-related offences. As the sole breadwinner of a large family, trying to meet the needs and demands of all her children who were at different phases of their lives took a huge emotional and financial toll on her.

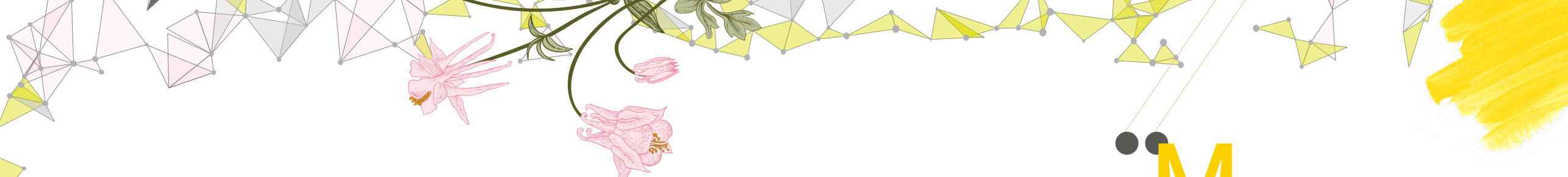
She also had trouble communicating with her children, especially on the subject of their father's incarceration. They had been emotionally damaged by the imprisonment, but she did not know how to understand their thoughts and support their emotions.

After enrolling three of her children into the YBR programme, she learned about her children's love languages and how to communicate more effectively with them through insightful parenting workshops and case work. She also picked up ways to spend quality time with them through meaningful activities. Over time, the family developed a stronger relationship and could openly express their thoughts and feelings with each other.

The tuition programmes provided by YBR also helped her children build confidence and knowledge in their studies, which led to improvements in their grades. Her daughter Raihana successfully graduated to secondary school after taking her Primary School Leaving Examination (PSLE) in 2019, while her youngest daughter Radhiyaa received a scholarship from Raffles Institution for her good academic progress.

Mdm Aishah is thankful that the YBR programme has enabled her and her children to gain self-confidence and discover the strengths to overcome whatever adversities that lie ahead.

"I used to think I was the 'worst mother' because I found it very hard to manage my children and their behaviour," she says. "The YBR programme brought us closer as a family because it enables us to communicate and understand one another. The tuition support is great as it reduced my financial stress and really helped my children to do well in the end. I am very grateful for YBR's support."



While her husband, Mr Jason, was away in prison, Mdm Esther became the sole caregiver of their adopted son, Freddy. Being unemployed and battling chronic high blood pressure and asthma issues, she depended heavily on the financial assistance of the community and her son's school to stay afloat.

Soon after her husband's release, Mdm Esther joined the YBR programme. At the time, in addition to the immense financial difficulties they faced as both of them were unemployed, they were also having much trouble with their son.

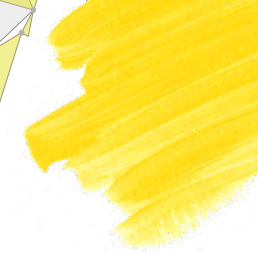
In his father's absence, Freddy had displayed challenging behaviour in school and frequently got into disagreements and fights with his peers. He was also performing poorly in his studies. Upon Mr Jason's release, the two had an estranged relationship as well.

However, through YBR's parenting workshop and casework sessions, Mdm Esther learned useful parenting tips such as communication methods to better manage her child's negative emotions.

Gradually, Freddy opened up to his mother and began to rebuild his relationship with his father. Freddy had learned to identify his emotions, especially the negative ones, their case worker observed. As a result, he had a better idea of how to deal with his frustrations more positively.

Thanks to the tuition support scheme under YBR, Freddy made great progress both academically and behaviourally. It enabled him to ask for help whenever he faced problems in his studies and encouraged him to learn at his own pace. Freddy even earned positive feedback on his improved conduct and received a Good Conduct Award in school!

Mdm Esther shares how thankful she is that her family is now on the right track: "My son has really changed to become a good boy. We are closer as a family and the tuition has helped Freddy and our family so much. Thank you YBR for supporting us."



My son has really changed to become a good boy. We are closer as a family and the tuition has helped Freddy and our family so much.

MDM ESTHER

YELLOW BRICK ROAD PROGRAMME
BENEFICIARY





SOWING SEEDS OF HOPE

Even in the face of new challenges and constraints created by the Covid-19 pandemic, YRF adjusted swiftly with tenacious and innovative fund-raising initiatives and collaborations with esteemed partners to continue supporting not just ex-offenders in their journey towards a hopeful future, but their families as well.

Through these collective efforts, the beneficiaries' lives can be changed for the better and generate more positive effects that reach far and wide, just like the seeds of a dandelion that disperse and float in the wind.

ADAPTING TO THE NEW NORMAL

Charity Musical

YRF brought families together – in the safety and comforts of their home – during the September school holidays with their first online musical fundraiser, “Fly High”. The musical, streamed online on 6 September 2020, received such an overwhelming response that a second screening was set up on 12 September. In total, a staggering \$122,150 was raised thanks to the generous support of donors, many of whom chose to donate their tickets to YRF beneficiaries so that they could also enjoy the musical with their families.

ONLINE MUSICAL FUNDRAISER



Silent Charity Auction

In a bid to showcase inmates’ talents, YRF launched its inaugural online auction featuring a 6-course meal specially curated and prepared by inmates. Other notable items included three stunning pieces of calligraphy by renowned local artist Master Lim Tze Peng, artworks by inmate artists from the Visual Arts Hub, as well as wines donated by members of the Main Committee. Taking place between 22 October and 5 November 2020, the auction successfully raised over \$178,000 for YRF.

ADAPTING TO THE NEW NORMAL

Force Majeure

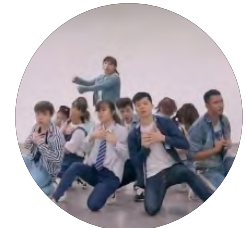
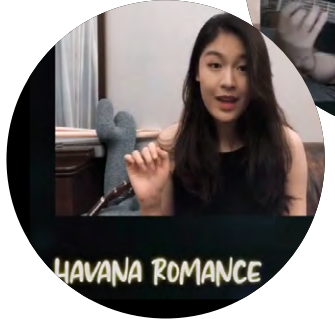
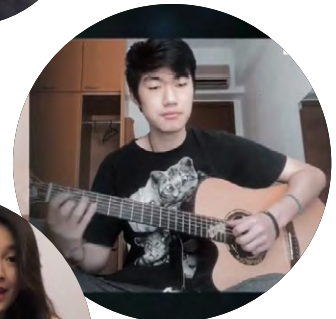
2 December 2020 was an unforgettable night of fun and camaraderie as the Law Society of Singapore (LSS) and Singapore Academy of Law (SAL) co-hosted Force Majeure, a virtual gathering of the legal fraternity, raising \$17,810 for YRF STAR Bursary. Guest-of-Honour The Honourable the Chief Justice Sundaresh Menon graced the event. Guests were treated to a performance by beneficiaries of the YRF, and even had a chance to bid for a meal prepared by a celebrity chef.

Community-Led Yellow Ribbon Run

In spite of the annual Yellow Ribbon (YR) Prison Run being postponed due to the pandemic, a group of longtime YR Run supporters and avid runners came together and organised their own run in September 2020. All proceeds from the campaign – which raised \$2,350 – were donated to YRF.

NUS Virtual Fund-Raising Event

Six students from the National University of Singapore’s (NUS) School of Industrial and System Engineering conducted an online fundraiser on 24 October 2020, to spread the message of second chances. The initiative, which was part of their “Programme Management” module, featured memorable pre-recorded performances from various NUS student organisations as well as a pre-recorded interview with a former YRF STAR Bursary and NUS alumnus. In total, \$370 was raised from the effort of the students.



Equipping Children With Tablet Devices For E-Learning

When schools islandwide transitioned to home-based learning during the start of Circuit Breaker period in April 2020, YRF recognised that not every child of the incarcerated would have access to proper equipment or necessary Internet access. In order to equip these vulnerable children with essential tablets and data plans, a fund-raising campaign was promptly launched on Giving.sg from 1 May 2020 to 31 July 2020, which raised over \$27,910 in total for YRF.



BAG-To-School Campaign

The start of a new school year should be an exciting one, but for children whose families cannot afford basic school essentials, it can be a source of great stress and anxiety. To give these precious ones a boost of confidence and prepare them for the upcoming semester, YRF raised funds to purchase bags, stationery and water bottles for these children. YRF volunteers worked tirelessly to pack the bags, while inmates baked Christmas cookies and sewed reusable mask pouches to be included in the packs. Finally, the packs were delivered to the beneficiaries by Infinite Transports, a delivery company founded by an ex-offender.

MEANINGFUL
PARTNERSHIPS

Giving Ex-Offenders A New Lease Of Life

In its efforts to support the reintegration journey of ex-offenders through education both before and after their release, YRF is pleased to join hands with three acclaimed partners in 2020: Mapletree Investments, Wing Tai and Singapore Federation of Chinese Clan Associations (SFCCA).

- Mapletree Investment and Wing Tai will sponsor the full-time degrees/ tertiary education of 9 and 6 ex-offenders respectively. The funds will cover the beneficiaries' course fees over a 3-year period, from 2021 to 2023.
- YRF and SFCCA launched the **YRF-SFCCA STAR Bursary programme**, making it the first Bursary for inmates to pursue a degree while incarcerated. Thus far, 10 students have been supported.

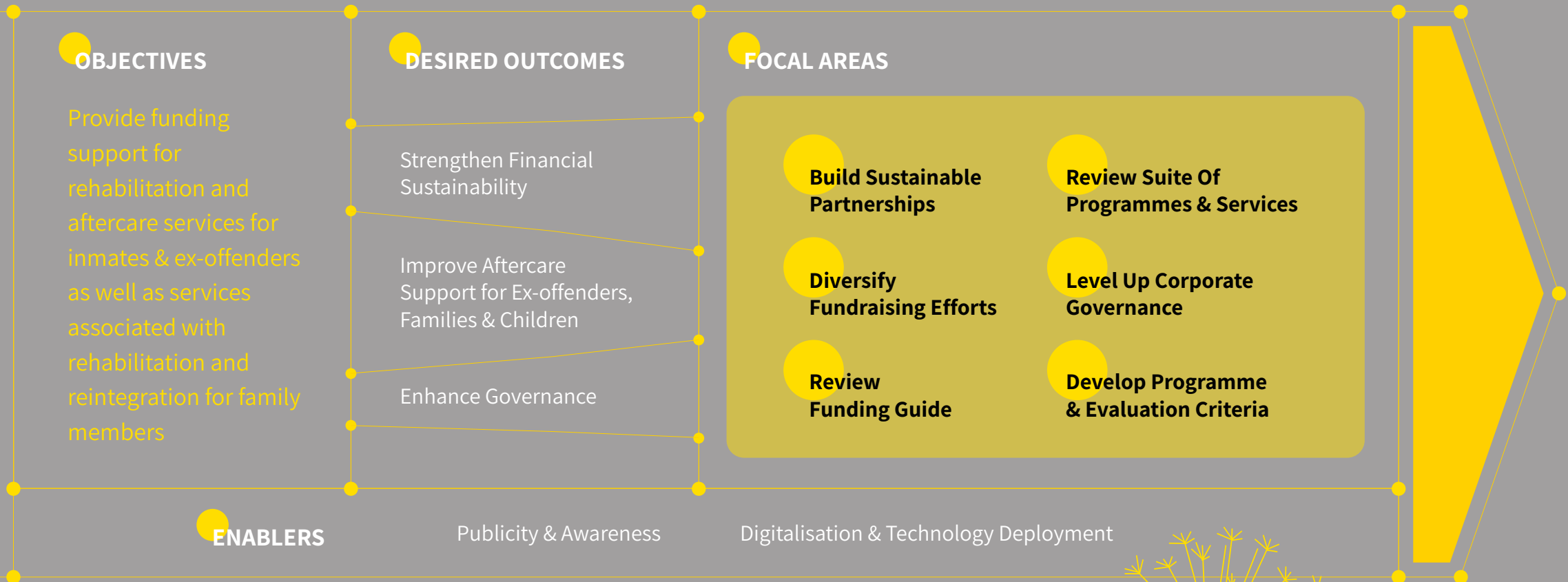
Supporting Children Of The Incarcerated

YRF is also pleased to collaborate with Eastspring Singapore to fund \$10,000 worth of vouchers for the next 2 years under the Yellow Brick Road (YBR) Programme. The vouchers will be used to encourage and motivate 40 child beneficiaries who have shown improvement in their exam results at the end of their academic year.

STRATEGIC PLANNING FOR 2020

YRF'S 3-YEAR MASTERPLAN

YRF took the opportunity to conduct a thorough review of how it might better serve the needs of ex-offenders and their families moving forward.



GOVERNANCE



BOARD GOVERNANCE

The systems and processes for managing the overall direction, effectiveness, supervision and accountability of a charity organisation is crucial. Good governance is an important criterion for the public and stakeholders to decide whether to donate or volunteer their services to a charity. The board of the charity has the responsibility to implement good governance practices for effective performance and operation of the charity.

Yellow Ribbon Fund (YRF) is governed by a group of Board members who are appointed by Ministry of Home Affairs (MHA). The Board has five Sub-Committees. The five Sub-Committees are the Advancement Committee, Fund Allocation Committee, STAR Bursary Committee, Audit and Risk Committee and Family & Children Welfare Committee.

Board Roles and Composition

YRF is governed by a group of Board members who are appointed by MHA. None of the Board members receive any remuneration for their involvement in YRF. There is no executive management team in YRF. The following members are considered as ex-officio appointments:

- Senior Director, Policy Department Division (PPD), MHA,
- Deputy Commissioner, Singapore Prison Services (SPS) and
- Chief Executive Officer, Yellow Ribbon Singapore (YRSG) as Secretary of YRF.

The Secretariat team consists of transferred officers from YRSG and YRF is not involved in setting the remuneration for YRSG's officers. The Assistant Secretary and Assistant Treasurer are appointed by the Chairman of YRF to assist the Secretary and Treasurer in their daily roles. All Terms of Reference for the Board are given to the Board members with their appointment letters.

Board Training and Evaluation

Induction and orientation are provided to Board members when they join the Board. Suitable training courses are also offered to Board Members.

The Board conducts self-evaluation exercises to assess its performance and effectiveness once per term or every three years, whichever is shorter.

BOARD GOVERNANCE

Board Renewal and Term Limits

Under the YRF Rules and Regulations, staff are not allowed to become Board members. The appointment of all Board members is for a term of three years. Under the Code of Governance, the Board ensures that there is a maximum term limit of 6 consecutive years for all Board members. The term limit for the Treasurer is two consecutive terms of up to two years each. There is no Board member who has served in the Board for more than 10 consecutive years.

The Board plans for its renewal and succession. Suitable candidates will be identified and assessed based on pre-established criteria. These candidates will be surfaced to MHA for their assessment and appointment.

Board Committee

The Board has established five sub-committees. They are the Advancement Committee, Fund Allocation Committee, STAR Bursary Committee, Audit Committee and Family & Children Welfare Committee. All Board meeting minutes are signed by Chairman of YRF.

Board Meetings

The Board meets at least once every three months, with a quorum of at least one-third of the Board. All proceedings and decisions of Board meetings are minuted and circulated to the Board. The Board provides leadership and guidance to the Management on YRF's overall strategy to ensure compliance with YRF's governing instrument and all relevant laws and regulations. The Board makes sure that the Charity runs well and operates responsibly so that the Charity would continue to be effective, credible and sustainable.

Conflict of Interest

All staff and Board members should act in the best interests of the Charity. The Board has established a Conflict of Interest Policy for Board members and staff to declare any personal or vested interest in business transactions, contracts and/or joint ventures that YRF may enter. The Conflict of Interest declaration for the Board members is done on an annual basis. Where a conflict of interest arises, the Board members concerned are abstained from decision making so as to allow a fair and transparent decision-making process.

Strategic Planning

The Board is involved in the review of any shift in YRF's corporate strategy to stay relevant to its changing environment and needs. The Board is also informed of any changes to the focus area and resources required through approval at its respective committees. This information is communicated to the members of the public through the annual report and corporate website.

Financial Management Controls and Internal Controls

The work plan and budget of YRF are submitted for approval by the Board in the fourth Main Committee meeting annually. Analysis of financial reports are also tabled quarterly at the Main Committee meetings. YRF has established a set of Financial Rules and Regulations to govern financial matters in key areas such as procurement procedures and controls, budget planning, operating of bank accounts, limits to approval, delegation of authority, receipts and records of payment. The Board monitors the budget income and expenditure regularly to ensure YRF operates efficiently and adheres to the financial governance policies. The annual accounts are also audited by internal and external professional audit firms.

BOARD GOVERNANCE

Reserve Policy

The Board has established a Reserve Policy in the YRF's financial statements 2020. YRF aims to build a reserve equivalent to three years, and no more than five times of its annual operating expenses. This is to provide financial stability and the means to support its ongoing programmes and develop its principal activities.

Fundraising Practices

YRF has established guidelines in fundraising. These guidelines are reviewed regularly, and donations are received in compliance with the procedures.

Public Image

YRF has established procedures relating to releasing information about YRF and its activities to the media, its stakeholders and the public. Information is made available on Yellow Ribbon website, and its annual reports are sent to various stakeholders.

Risk Management

Procedures and systems have been established to identify, review and manage any major risks YRF may be exposed to.

Whistleblowing Policy (Ethical Disclosure)

YRF is committed to the highest standards of honesty, transparency, ethical and legal conduct, and accountability. In line with this commitment, YRF provides an avenue for parties to raise concerns regarding statutory noncompliance, actual or suspected improprieties in financial transactions and any other wrongdoing.

Volunteer Management

YRF does not manage or deploy any volunteers for YRF's activities and events.

Other Policies

YRF has in place policies covering cash and donation, procurement, management of meetings, fund disbursement and Personal Data Protection Act.

BOARD GOVERNANCE

Governance Evaluation Checklist

S/N	DESCRIPTION	CODE ID	COMPLIANCE	EXPLANATION
BOARD GOVERNANCE				
1	Induction and orientation are provided to incoming Board members on joining the Board.	1.1.2	Complied	
	Are there board members holding staff appointments? [Skip items 2 and 3 if "No"]		No	
2	Staff does not chair the board and does not comprise more than one-third of the Board.	1.1.3	Not Applicable	Under the YRF Rules and Regulations, staff are not allowed to become Board members.
3	There are written job descriptions for their executive functions and operational duties which are distinct from their Board roles.	1.1.5	Not Applicable	There is no executive management team in YRF.
4	There is a maximum limit of four consecutive years for the Treasurer position (or equivalent, e.g. Finance Committee Chairman or person on Board responsible for overseeing the finances of the charity) Should the charity not have any appointed Board members, it will be taken that the Chairman oversees the finances.	1.1.7	Complied	
5	All Board members submit themselves for re-nomination and re-appointment, at least once every three years.	1.1.8	Complied	
6	The Board conducts regular self-evaluation to assess its performance and effectiveness per term or every three years, whichever is shorter.	1.1.12	Complied	This was implemented in 2020 and the exercise will commence from 2021.
	Are there Board member(s) who have served for more than 10 consecutive years? (Skip item 7 if "No")		No	
7	The charity discloses in its annual report the reasons for retaining Board member(s) who have served for more than 10 consecutive years.	1.1.13	Not Applicable	There is no Board member who has served on the Board for more than 10 consecutive years.
8	There are documented terms of reference for the Board and each of its Board Committees.	1.2.1	Complied	
CONFLICT OF INTEREST				
9	There are documented procedures for Board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied	
10	Board members do not vote or participate in decision-making on matters where they have a conflict of interest.	2.4	Complied	
STRATEGIC PLANNING				
11	The Board periodically reviews and approves the strategic plan for the charity to ensure the activities are in line with its objectives.	3.2.2	Complied	
HUMAN RESOURCE AND VOLUNTEER MANAGEMENT				
12	The Board approves documented human resource policies for staff.	5.1	Not Applicable	YRF follows YRSG's HR policy and practices as the staff are transferred from YRSG. This has been formalised in a letter in 2020.
13	There is a documented Code of Conduct for Board members, staff and volunteers (where applicable) which is approved by the Board.	5.3		
14	There are processes for regular supervision, appraisal and professional development of staff.	5.5		
	Are there board members holding staff appointments? [Skip items 2 and 3 if "No"]		No	
15	There are volunteer management policies in place for volunteers.	5.7	Not Applicable	YRF does not deploy volunteers

FINANCIAL MANAGEMENT AND CONTROLS				
16	There is a documented policy to seek Board's approval for any loans, donations, grants or financial assistance provided by the Charity which are not part of its core charitable programmes.	6.1.1	Complied	
17	The Board ensures internal control systems for financial matters in key areas are in place with documented procedures.	6.1.2	Complied	
18	The Board ensures reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
19	The Board ensures that there is a process to identify, regularly monitor and review the charity's key risks.	6.1.4	Complied	
20	The Board approves an annual budget for the Charity's plans and regularly monitors its expenditure.	6.2.1	Complied	
	Does the charity invest its reserves, including fixed deposits? (Skip item 21 if "No")		Yes	
21	The Charity has a documented investment policy approved by the Board.	6.4.3	Complied	
FUNDRAISING PRACTICES				
	Did the charity receive cash donations (Solicited or unsolicited) during the year? (Skip item 22 if "No")		Yes	
22	All donations received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied	
	Did the charity receive donations-in-kind during the year? (Skip item 23 if "No")		No	
23	All donations-in-kind received are properly recorded and accounted for by the charity	7.2.3	Complied	
DISCLOSURE AND TRANSPARENCY				
24	The charity discloses in its annual report: i. Number of Board meetings in the year; and ii. Individual Board member's attendance.	8.2	Yes	
	Are Board members remunerated for their Board services? (Skip items 25 and 26 if "No")		No	
25	No Board member is involved in setting his or her own remuneration.	2.2	Not Applicable	None of the Board members receive any remuneration for their involvement in YRF
26	The charity discloses the exact remuneration and benefits received by each Board member in the annual report. OR The charity discloses that no Board members are remunerated.	8.3	Not Applicable	None of the Board members receive any remuneration for their involvement in YRF
	Does the charity employ paid staff? (Skip items 27, 28 and 29 if "No")		Yes	
27	No staff is involved in setting his or her own remuneration.	2.2	Complied	
28	The charity discloses in its annual report: i. The total annual remuneration (including any remuneration received in its subsidiaries), for each of its three highest paid staff, who each receives remuneration exceeding S\$100,000, in bands of S\$100,000; and ii. If any of the three highest paid staff also serve on the Board of the charity. OR The Charity discloses that none of its staff receives more than S\$100,000 in annual remuneration each.	8.4	Complied	
29	The charity discloses the number of paid staff who are close members of the family of the Executive Head or Board Members, who each receives remuneration exceeding \$50,000 during the year, in bands of \$100,000. OR The charity discloses that there are no paid staff who are close members of the family of the Executive Head or Board Member, who receive more than \$50,000 during the year.	8.5	Complied	
PUBLIC IMAGE				
30	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied	

COMMITTEES

Main Committee

Chairman	Mr Edmund Cheng Wai Wing ●●●●● Deputy Chairman of Wing Tai Holdings Limited (From Jan 2020)	Members	Ms Liok Wei Theng Natasha Marie ●●●●● Volunteer (From Jan 2017)
Vice-Chairman	Mr Keith Tan Keng Soon ●●●●● Founding and Managing Partner of Dymon Asia Capital (Singapore) Pte Ltd (From Sep 2017)		Mr Lim Zhi Yang² ●●●●○ Senior Director of Policy Development Division of MHA
	Ms Ng Jiak See ●●●●○ Financial Advisory Leader of Deloitte Asia Pacific (From Jan 2020)		Mr Lee Kim Shin ●●●●○ Partner of Allen & Gledhill LLP (From Jan 2018)
Secretary	Mr Matthew Wee Yik Keong¹ ●●●●● Chief Executive Officer of YRSG		Mr Mohamed Fazal bin Abd Hamid ●●●○ Partner of I.R.B. Law LLP (From Jan 2020)
Treasurer	Mr Goh Soo Lim ●●●○○ Group Chief Financial Officer of Certis Cisco (From Jan 2020)		Mr Tan Kian Hoon ●●●●○ Managing Director of SRE Global Pte Ltd (From Jan 2020)
Members	Mr Francis Woo ●●●●● Chief Financial Officer of Eastspring Investments (From Jan 2020)		Mr Terrence Goh ●●●●● Deputy Commissioner of Singapore Prison Service
	Ms Lai Siu Chiu ●●●●○ Senior Judge of Supreme Court of Singapore (From Jan 2015)		Mr Woo Woh Kuan Christopher ●●●●○ Head of Tax of PwC Singapore (From Jan 2020)

¹ Mr Matthew Wee Yik Keong, Mr Lim Zhi Yang and Mr Terrence Goh are ex-officio appointments.

² Mr Lim Zhi Yang had stepped down on 31 Mar 2021.

● Board of Management meeting attendance

COMMITTEES

Advancement Committee

- Chairman** **Mr Keith Tan Keng Soon** ●●
Founding and Managing Partner of Dymon Asia Capital (Singapore) Pte Ltd
- Members** **Mr Lee Kim Shin** ○○
Partner of Allen & Gledhill LLP
- Ms Liok Wei Theng Natasha Marie** ●●
Volunteer
- Ms Ng Jiak See** ●●
Financial Advisory Leader of Deloitte Asia Pacific
- Mr Pithambar Gona** ●●
Co-Founder and CEO of ARR Squared
Mr Gona has left the company and is currently Chief Executive Officer, Asia of Pacific Stack Infrastructure

● Sub-Committee meeting attendance

Term of Reference: The Committee plans and executes appropriate fundraising efforts that go towards funding a variety of rehabilitation and reintegration programmes as well as family support programmes to aid ex-offenders in their successful reintegration.

Audit and Risk Committee

- Chairman** **Mr Lee Kim Shin** ●●●
Partner of Allen & Gledhill LLP
- Members** **Ms Charlotte Yew Li Lin** ●●○
Director of Alpha Securities (GK Goh Group)
- Mr Khushroo Dastur** ●●●
Managing Director of Sirrus Advisory
- Ms Lai Siu Chiu** ●○○
Senior Judge of Supreme Court of Singapore
- Mr Leow Tze Wen** ●●●
Chairman of EQ Insurance Company Ltd,
Group Managing Director of Citystate Group Pte Ltd

● Sub-Committee meeting attendance

Term of reference: The Committee facilitates the external and internal audit of the organisation to obtain independent information about the organisation's activities. The Committee is responsible for ensuring the integrity of financial statements through its oversight of the organisation's financial reporting process, internal control system and audit function. The Committee is responsible for monitoring risk management in YRF and updating the Main Committee on a regular basis.

COMMITTEES

Family and Children Committee

●	Co - Chairman	Mr Woo Woh Kuan Christopher	● ●
		Head of Tax of PwC Singapore	
		Ms Liok Wei Theng Natasha Marie	● ●
		Volunteer	
●	Members	Dr Adelia Low	● ●
		Volunteer	
		Mr Francis Woo	● ●
		Chief Financial Officer of Eastspring Investments	
		Mr Goh Soo Lim	● ○
		Group Chief Financial Officer of Certis Cisco	
		Mr Mohamed Fazal bin Abd Hamid	● ○
		Partner of I.R.B. Law LLP	
Mr Sanjiv Kumar Rajan	● ●		
Partner of Allen & Glenhill LLP			
Ms Stephanie Lee	● ●		
Volunteer			
Ms Giuseppina Tagliani	● ●		
Managing Director of GTT Group Pte Ltd			

● Sub-Committee meeting attendance

Terms of Reference: The Committee looks at developing programmes to meet the needs for family and children of the incarcerated. The Committee evaluates the current family programmes and services for the family and children of the incarcerated.

Fund Allocation Committee

●	Chairman	Mr Woo Woh Kuan Christopher	●
		Head of Tax of PwC Singapore	
●	Members	Ms Lai Siu Chiu	○
		Senior Judge of Supreme Court of Singapore	
		Mr Lim Zhi Yang	●
		Senior Director, Policy Development Division of MHA	
		Mr Matthew Wee Yik Keong	●
		Chief Executive Officer of YRSG	
		Mr Mohamed Fazal bin Abd Hamid	●
Partner of I.R.B. Law LLP			
Mr Tan Kian Hoon	●		
Managing Director of SRE Global Pte Ltd			

● Sub-Committee meeting attendance

Terms of Reference: The 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 assists in making recommendations to the YRF Committee in the areas of allocation and disbursement of funds to programmes and services.

COMMITTEES

YRF STAR Bursary Committee

Chairman **Mr Terrence Goh** ●●●●●
Deputy Commissioner of Singapore Prison Service

Members **Mr Keith Tan Keng Soon** ●●●●○
Founding and Managing Partner of Dymon Asia Capital
(Singapore) Pte Ltd

Mr Lee Tzu Yang ●●●●●
Chairman of Public Service Commission

Ms Celeste Ang ●●●●●
Associate Principal of Baker & McKenzie Wong & Leow

Ms Charlotte Yew Li Lin ●●●●●
Director of Alpha Securities (GK Goh Group)

Dr Low Hong Wai Aaron ●●●●○
Chief Executive Officer of Lumiq

Mr Joshua Tay ●●●●●
Volunteer

Ms Staphnie Tang Mun Ching ●●●●●
President of Breast Cancer Foundation

Terms of Reference: The Yellow Ribbon STAR (Skills Training Assistance to Restart) Bursary provides bursaries to financially needy ex-offenders for vocational and skills training to help them achieve employability and self-sufficiency. The Committee interviews and recommends applicants for the programme

● Sub-Committee meeting attendance

FINANCIAL STATEMENT

Statement of Financial Position

as at 31 March 2021

	31 MARCH 2021 (S\$)	31 DECEMBER 2019 (S\$)
ASSETS		
NON-CURRENT ASSET		
Equipment	—	—
Other Receivables	—	9,350
	—	9,350
CURRENT ASSETS		
Other Receivables	3,911	425,105
Fixed Deposits	3,000,000	4,521,347
Cash and Bank Balances	3,803,364	1,766,562
	6,807,275	6,713,014
TOTAL ASSETS	6,807,275	6,722,364
FUNDS AND LIABILITIES		
FUNDS		
Unrestricted Fund:		
General Fund	3,912,024	3,235,662
Designated Fund:		
Yellow Ribbon Children Fund	696,834	627,309
Restricted Fund:		
Care and Share Grant	22,037	558,290
Changi Foundation	—	161,549
CIMB STAR Bursary	94,866	342,946
MES STAR Bursary	247,949	165,349
President's Challenge STAR Bursary	48,757	—
SAL STAR Bursary	599,584	620,709
Springer Singapore STAR Bursary	7,089	7,089
STAR Bursary	358,678	313,141
Subhas Anandan STAR Bursary	242,614	251,824
Surbana Jurong STAR Bursary	3,801	13,735
Temasek Cares Bursary	7,619	39,925
Temasek Oscar Fund	2,500	—
VCF Consultancy Grant	18,832	18,832
Yellow Ribbon Fund-Acronis IT Skills Programme	121,336	71,336
Yellow Ribbon Fund-WingTai Holdings Limited		
STAR Bursary	50,400	—
YRF-Mapletree STAR Bursary	42,769	—
YRF-SFCCA STAR Bursary	108,053	—
	1,976,884	2,564,725
TOTAL FUNDS	6,585,742	6,427,696
CURRENT LIABILITIES		
Other payables	221,533	294,668
TOTAL FUNDS AND LIABILITIES	6,807,275	6,722,364

Statement of Financial Activities

for the financial period from 1 January 2020 to 31 March 2021

	PERIOD FROM 1 JANUARY 2020 TO 31 MARCH 2021 (S\$)	YEAR ENDED 31 DECEMBER 2019 (S\$)
INCOME		
Donation Income	550,110	521,636
Events Income	317,012	1,437,800
Grants and Bursary	1,564,372	1,160,329
TOTAL INCOME	2,431,494	3,119,765
LESS: GENERAL EXPENDITURE		
Audit Fees	41,730	46,149
Accounting Fee	33,000	35,400
Bad Debts Written Off	12,466	—
Depreciation	—	6,017
Fund Raising Expenses	7,347	212,247
General And Miscellaneous Expenses	57,406	19,372
Manpower Costs	523,551	455,761
Other Event Expenses	6,300	13,974
Transport	1,237	4,426
YBR Programme Expenses	—	(17,103)
TOTAL GENERAL EXPENDITURE	683,037	776,243
OPERATING SURPLUS FOR THE YEAR	1,748,457	2,343,522
ADD/(LESS): OTHER INCOME/(EXPENDITURE)		
Disbursement of Funds	(1,649,536)	(2,336,330)
Interest Income	59,125	44,501
	(1,590,411)	(2,291,829)
Surplus for the year	158,046	51,693
Surplus for the year is attributable as follows:		
Unrestricted Fund:		
General Fund	(577,993)	(490,107)
Designated Fund:		
Yellow Ribbon Children Fund	69,525	5,000
Restricted Fund:		
Care and Share Grant	718,102	(203,880)
Changi Foundation	(161,549)	161,549
CIMB STAR Bursary	(248,080)	342,946
MES STAR Bursary	82,600	(21,332)
President's Challenge STAR Bursary	48,757	—
SAL STAR Bursary	(21,125)	118,677
Springer Singapore STAR Bursary	—	—
STAR Bursary	45,537	55,000
Subhas Anandan STAR Bursary	(9,210)	70,213
Surbana Jurong STAR Bursary	(9,934)	(15,431)
Temasek Cares Bursary	(32,306)	(5,000)
Temasek Oscar Fund	2,500	—
VCF Consultancy Grant	—	3,832
Yellow Ribbon Fund-Acronis IT Skills Programme	50,000	30,226
Yellow Ribbon Fund-WingTai Holdings Limited		
STAR Bursary	50,400	—
YRF-Mapletree STAR Bursary	42,769	—
YRF-SFCCA STAR Bursary	108,053	—
	158,046	51,693



Contact Us

Yellow Ribbon Fund Secretariat
Prisons HQ
980 Upper Changi Road North
Blk B, Level 2, Singapore 507708

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