



**Yellow  
Ribbon  
PROJECT**

Help Unlock the Second Prison

# Empowering Lives, Transforming Communities

**Matthew Wee Yik Keong**

Chief Executive Officer

Singapore Corporation of Rehabilitative Enterprises

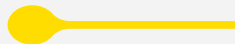


**Hope**

**Acceptance**

**Forgiveness**

**Second  
Chances**





# 01

## Overview

# 02

## The YRP Story



# 03

## Empowering Lives

# 04

## Transforming Communities



## Drugs

Zero Drugs  
Tolerance Policy

3,250 abusers  
arrested a year  
on average

## Crime Rate

Low crime  
rate of 581  
per 100,000  
population

## Prison Population

27.7% drop from  
18,000 in 2002 to  
10,800 in 2018

## Recidivism

23.7%

2 year rate for  
cohort released  
in 2016

# LEAD AGENCIES

## SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES



SINGAPORE PRISON SERVICE

# LEAD AGENCIES

Safe custody and  
rehabilitation of  
offenders



**SINGAPORE  
PRISON SERVICE**

**CAPTAINS OF LIVES**  
REPAIR • REFORM • RESTART

Skills training,  
employment and  
community  
engagement



Singapore  
Corporation of  
Rehabilitative  
**SCORE** Enterprises

*Building Bridges, Changing Lives*





# Transformation of the SINGAPORE PRISON SERVICE

- Consistent branding to build mindshare
- Severe overcrowding
- Poor public image
- Staff recruitment and retention problem
- Lack of resources
- Adversarial relationship between officers and inmates
- Security over rehabilitation

## VISION

We aspire to be captains in the lives of offenders committed to our custody. We will be instrumental in steering them towards being responsible citizens, with the help of their families and the community. We will thus build a secure and exemplary prison system.

## MISSION

As a key partner in Criminal Justice, we protect society through the safe custody and rehabilitation of offenders, co-operating in prevention and aftercare.



# Transformation of the SINGAPORE PRISON SERVICE

- Visioning Exercise
- Clarify purpose and aspiration as Prison Officers
- New Vision
- Rehabilitation and Security
- Aligning SCORE with SPS





A high-speed photograph of a water droplet hitting a blue surface, creating a series of concentric ripples that spread outwards. The droplet is captured mid-impact, forming a small, rounded shape in the center of the ripples. The background is a soft, out-of-focus blue and white gradient.

Staff

Inmates

Offender's Family

Community At Large

# SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES

- Started as a section within SPS
- Established in 1976 as a quasi-government agency
- Enhance employability potential of offenders





## Government

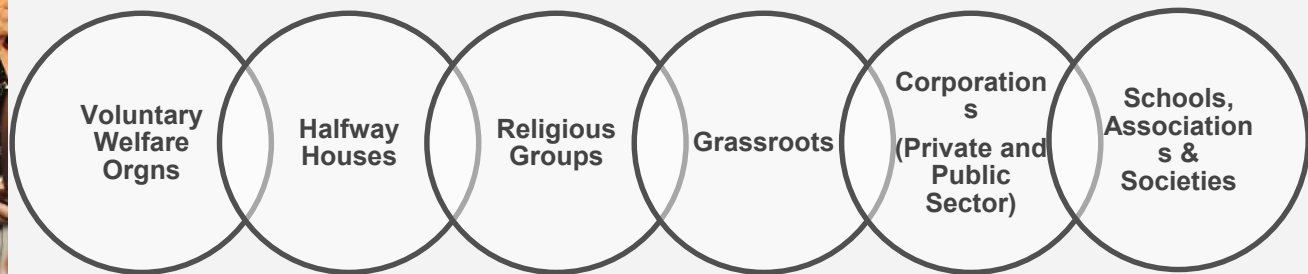
Ministry of Home Affairs  
Ministry of Social & Family  
Development  
National Council of Social  
Service  
SCORE  
SPS

## Non-Government

Industrial & Services  
Corporative Services  
Singapore After-Care  
Association  
Singapore Anti-Narcotics  
Association  
Yellow Ribbon Fund



## CARE Network Partners [More than 100 agencies]



# YELLOW RIBBON PROJECT



Launch of YRP by Former President S.R Nathan



## Genesis of YRP



Ex-offenders need support after release

Launched in 2004

Change public perception to build a more inclusive society



## Unlocking the Second Prison



Ex-offender encounters two prison; physical and psychological

Community holds the key to unlock the 2<sup>nd</sup> prison



## Yellow Ribbon Fund



First national charitable fund for ex-offenders and families

Provides financial assistance, residential support, education and family programmes



# 3As of YRP



. Awareness .



. Acceptance .



. Action .





# SUCCESS FACTORS

## HARNESSING THE MEDIA

THEMATIC  
DEVELOPMENT AND  
BRANDING

1

2

5

ENGAGEMENT OF  
INFLUENCERS AND  
REHABILITATION  
AMBASSADORS

3

4

COMMUNITY  
PARTNERSHIPS AND  
OUTREACH ACTIVITIES

INVOLVEMENT OF INMATES  
AND EX-OFFENDERS

# THEMATIC DEVELOPMENT

- Key messaging is underpinned by an overarching theme
- Build upon successes of preceding year



**Building Awareness**



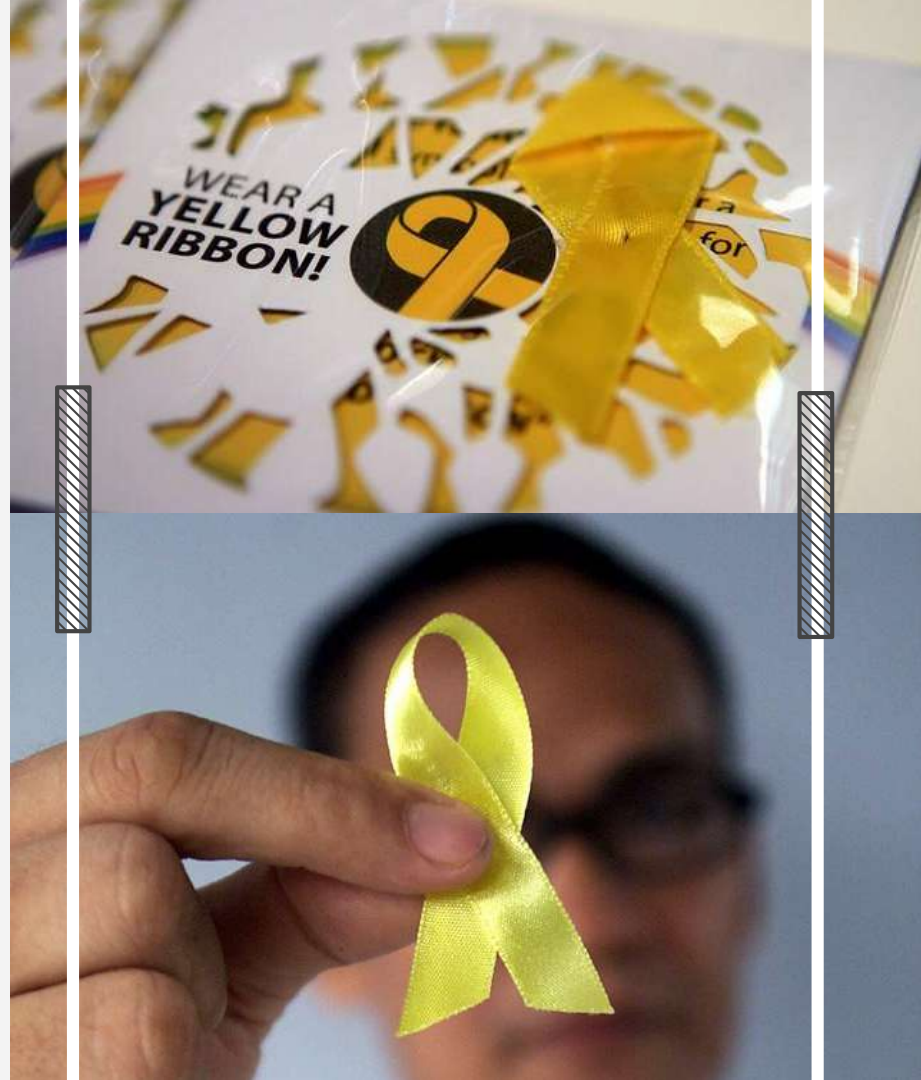
**Giving Back**



**Co-creating the Campaign**

# Branding

- The simple Yellow Ribbon icon
- Universal values of acceptance, forgiveness and second chances
- The iconic Yellow Ribbon was handmade by inmates
- Consistent branding to build mindshare





# Marcomms Strategy



## Capturing the minds of the nation through creative advertising, featuring volunteers and inmates' talents

## Media Stories

浪子考上监狱学校  
如今成为公务员

黃貝盈 報道

唐家鸿 摄影

猪头丸、凉子芡  
猪头丸、凉子芡

立憲黨籍國社黨  
士的刻板印象。

王樹義 140

（SCOP）和  
編譯。本圖免費

供養甚因起。向  
有應有任職端。

輕。不說不知，  
喝光樓上圓桌裏  
那張椅子，替

熟悉情况，凡有  
熟悉经历。

國家既悠久，士業盛，則城亦”。<sup>10</sup> 明弘治間，

家。26岁结婚。婚后曾  
因出轨出门“散心”。

路上車陣擁擠10多名中外  
電報人員亦趕來包圍。

新嘉坡華人男界  
主理林金和君啟

从事清洁工的母亲吴永会透露，因为儿子患

四、在小数乘法运算中，  
基因为数轴法， “自己的  
故事” 全用小数乘法。

1956年，王惠德曾作过两次  
10年规划如下：第一

該黨員等下。他認爲  
這個人是該學校第一

“有一次遇到他做中书



---

SCORE

1999, 2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023, 2024, 2025, 2026, 2027, 2028, 2029, 2030, 2031, 2032, 2033, 2034, 2035, 2036, 2037, 2038, 2039, 2040, 2041, 2042, 2043, 2044, 2045, 2046, 2047, 2048, 2049, 2050, 2051, 2052, 2053, 2054, 2055, 2056, 2057, 2058, 2059, 2060, 2061, 2062, 2063, 2064, 2065, 2066, 2067, 2068, 2069, 2070, 2071, 2072, 2073, 2074, 2075, 2076, 2077, 2078, 2079, 2080, 2081, 2082, 2083, 2084, 2085, 2086, 2087, 2088, 2089, 2090, 2091, 2092, 2093, 2094, 2095, 2096, 2097, 2098, 2099, 2100, 2101, 2102, 2103, 2104, 2105, 2106, 2107, 2108, 2109, 2110, 2111, 2112, 2113, 2114, 2115, 2116, 2117, 2118, 2119, 2120, 2121, 2122, 2123, 2124, 2125, 2126, 2127, 2128, 2129, 2130, 2131, 2132, 2133, 2134, 2135, 2136, 2137, 2138, 2139, 2140, 2141, 2142, 2143, 2144, 2145, 2146, 2147, 2148, 2149, 2150, 2151, 2152, 2153, 2154, 2155, 2156, 2157, 2158, 2159, 2160, 2161, 2162, 2163, 2164, 2165, 2166, 2167, 2168, 2169, 2170, 2171, 2172, 2173, 2174, 2175, 2176, 2177, 2178, 2179, 2180, 2181, 2182, 2183, 2184, 2185, 2186, 2187, 2188, 2189, 2190, 2191, 2192, 2193, 2194, 2195, 2196, 2197, 2198, 2199, 2200, 2201, 2202, 2203, 2204, 2205, 2206, 2207, 2208, 2209, 2210, 2211, 2212, 2213, 2214, 2215, 2216, 2217, 2218, 2219, 2220, 2221, 2222, 2223, 2224, 2225, 2226, 2227, 2228, 2229, 2230, 2231, 2232, 2233, 2234, 2235, 2236, 2237, 2238, 2239, 2240, 2241, 2242, 2243, 2244, 2245, 2246, 2247, 2248, 2249, 2250, 2251, 2252, 2253, 2254, 2255, 2256, 2257, 2258, 2259, 2260, 2261, 2262, 2263, 2264, 2265, 2266, 2267, 2268, 2269, 2270, 2271, 2272, 2273, 2274, 2275, 2276, 2277, 2278, 2279, 2280, 2281, 2282, 2283, 2284, 2285, 2286, 2287, 2288, 2289, 2290, 2291, 2292, 2293, 2294, 2295, 2296, 2297, 2298, 2299, 2300, 2301, 2302, 2303, 2304, 2305, 2306, 2307, 2308, 2309, 2310, 2311, 2312, 2313, 2314, 2315, 2316, 2317, 2318, 2319, 2320, 2321, 2322, 2323, 2324, 2325, 2326, 2327, 2328, 2329, 2330, 2331, 2332, 2333, 2334, 2335, 2336, 2337, 2338, 2339, 2340, 2341, 2342, 2343, 2344, 2345, 2346, 2347, 2348, 2349, 2350, 2351, 2352, 2353, 2354, 2355, 2356, 2357, 2358, 2359, 2360, 2361, 2362, 2363, 2364, 2365, 2366, 2367, 2368, 2369, 2370, 2371, 2372, 2373, 2374, 2375, 2376, 2377, 2378, 2379, 2380, 2381, 2382, 2383, 2384, 2385, 2386, 2387, 2388, 2389, 2390, 2391, 2392, 2393, 2394, 2395, 2396, 2397, 2398, 2399, 2400, 2401, 2402, 2403, 2404, 2405, 2406, 2407, 2408, 2409, 2410, 2411, 2412, 2413, 2414, 2415, 2416, 2417, 2418, 2419, 2420, 2421, 2422, 2423, 2424, 2425, 2426, 2427, 2428, 2429, 2430, 2431, 2432, 2433, 2434, 2435, 2436, 2437, 2438, 2439, 2440, 2441, 2442, 2443, 2444, 2445, 2446, 2447, 2448, 2449, 2450, 2451, 2452, 2453, 2454, 2455, 2456, 2457, 2458, 2459, 2460, 2461, 2462, 2463, 2464, 2465, 2466, 2467, 2468, 2469, 2470, 2471, 2472, 2473, 2474, 2475, 2476, 2477, 2478, 2479, 2480, 2481, 2482, 2483, 2484, 2485, 2486, 2487, 2488, 2489, 2490, 2491, 2492, 2493, 2494, 2495, 2496, 2497, 2498, 2499, 2500, 2501, 2502, 2503, 2504, 2505, 2506, 2507, 2508, 2509, 2510, 2511, 2512, 2513, 2514, 2515, 2516, 2517, 2518, 2519, 2520, 2521, 2522, 2523, 2524, 2525, 2526, 2527, 2528, 2529, 2530, 2531, 2532, 2533, 2534, 2535, 2536, 2537, 2538, 2539, 2540, 2541, 2542, 2543, 2544, 2545, 2546, 2547, 2548, 2549, 2550, 2551, 2552, 2553, 2554, 2555, 2556, 2557, 2558, 2559, 2560, 2561, 2562, 2563, 2564, 2565, 2566, 2567, 2568, 2569, 2570, 2571, 2572, 2573, 2574, 2575, 2576, 2577, 2578, 2579, 2580, 2581, 2582, 2583, 2584, 2585, 2586, 2587, 2588, 2589, 2590, 2591, 2592, 2593, 2594, 2595, 2596, 2597, 2598, 2599, 2600, 2601, 2602, 2603, 2604, 2605, 2606, 2607, 2608, 2609, 2610, 2611, 2612, 2613, 2614, 2615, 2616, 2617, 2618, 2619, 2620, 2621, 2622, 2623, 2624, 2625, 2626, 2627, 2628, 2629, 2630, 2631, 2632, 2633, 2634, 2635, 2636, 2637, 2638, 2639, 2640, 2641, 2642, 2643, 2644, 2645, 2646, 2647, 2648, 2649, 2650, 2651, 2652, 2653, 2654, 2655, 2656, 2657, 2658, 2659, 2660, 2661, 2662, 2663, 2664, 2665, 2666, 2667, 2668, 2669, 2670, 2671, 2672, 2673, 2674, 2675, 2676, 2677, 2678, 2679, 2680, 26

BOH BINGA

之一，出於想開明人這  
點。

Singapore  
Corporation of  
Rehabilitative  
Enterprises



## Fertile spread of human interest angles on reintegration issues and strong community support



**The Yellow Ribbon Project.** Giving ex-offenders a second chance. Beyond just words

# COMMUNITY PARTNERSHIPS AND OUTREACH ACTIVITIES



YRP Campaigning  
Strategy

YRP comes alive through events  
and  
activities, every September

Events to shape and nudge public  
perception towards ex-offenders



Yellow Ribbon  
Prison Run

National sporting event. 10,000  
runners

Replicated in Czech Republic, Hong  
Kong and Philippines





# COMMUNITY PARTNERSHIPS AND OUTREACH ACTIVITIES

## Yellow Ribbon Community Project



Upstream intervention programme

Volunteers deployed to assist  
families of newly admitted  
offenders

## Corporate Partnerships



YR Song-writing Competition  
funded and co-organised with  
COMPASS

## Student-led Projects



Nurturing the future leaders  
through facilitation of student-  
led projects

# ENGAGEMENT OF INFLUENCERS AND REHABILITATION AMBASSADORS



## Celebrities and Influencers

Local singer song-writers  
volunteering as mentors for  
inmates in the YRSWC 2019



Taiwanese Artist (Wakin Chau)  
performing with Isaac (ex-offender,  
YRSWC participant) at YR Concert



“The Yellow Ribbon Prison Run is our signature event and I was able to connect with people from all walks of life and community groups. Family support for ex-offenders is key. If the family can come together with the community to give ex-offenders social and emotional support, this gives them a pathway to getting a job. To have 8,000 people here to support the cause and help people have the right mindset to support second chances, is really a great achievement.”  
**Minister (Home Affairs) K Shanmugam**

## Yellow Ribbon Community Project Awards & Appreciation Luncheon 2019

Guest-of-Honour: Mr Heng Swee Keat | Deputy Prime Minister and Minister for Finance



## Politicians

# INVOLVEMENT OF INMATES AND EX-OFFENDERS



**Inmates**



Inmates and ex-offenders became the face of the campaign

Celebrating the state's 54<sup>th</sup> birthday.

30 volunteered to pack 50,000 packs for the National Day Parade

Demonstrate that prisoners can contribute to society whilst serving time

**Ex-offenders**



Ex-offender artists volunteering to give back



# GLOBAL IMPACT



## Beyond Shores of Singapore

Fiji, Czech Republic, Australia,  
Hong Kong, United States of  
America, Nigeria and Philippines.



As part of the 10th Annual Conference proceedings, ACSD launched its very own Yellow Ribbon Project. The Yellow Ribbon Project brings attention to the challenges of offenders being accepted and assisted in the transition when they have been released from prison.

ACSD's Yellow Ribbon Project was launched by Mr. Stanley Tang from Singapore, Co-President of Rehabilitation Enterprises (SCORE). The launch formed part of the welcome reception and a sponsored concert performance on non-violent offenders.

The Yellow Ribbon Project, started in Singapore, with an organization called SCORE, was inspired by the program using The Yellow Ribbon Band in the US, the idea of an offender's journey to reintegration. With over 40,000 people returning to prison each year, we need to work harder to help our great run and stay out of prison.

The conference showcased all those from 10 artists who have been involved in the criminal justice system. The art was also available for children from Singapore. The art exhibition was a resounding success, with lots of comments and an interest in the success of the artists.

2015 Launch Event



"THE DESIRE TO WORK WITH ACSD ON THE YELLOW RIBBON PROJECT AND OTHERS IS REMARKABLE. I AM SURE THERE ARE SOME GREAT OPPORTUNITIES AHEAD FOR ALL OF US."

Angie Heng  
SCORE, Rehabilitation Enterprises

### ABOUT SCORE

Singapore Corporation of Rehabilitation Enterprises (SCORE) was established as a voluntary body under the Ministry of Justice. Since 1997, SCORE has been an integral part of the Singapore correctional system by providing a safe and secure environment for offenders to learn and develop skills and attitudes. As a result, SCORE aims to ensure the reintegration of offenders and prepare them for their re-entry into the community. SCORE is committed to providing an excellent training and development program for offenders and their families.



Building Bridges Changing Lives



# YRP Report Card

## Volunteers

1,466

YRP volunteers

## Students

Engaged about

12,000

students annually

## Schools

231 Schools

## Corporations

662

Community Partners

## Attendance

433,905

members of the public

## Ribbons distributed

More than 300,000  
Ribbons distributed

## MINDSHARE OF YRP



>90% awareness



65% ready to accept ex-offenders



Lowered recidivism to 23.7%

- » Generated significant interest and support since inception
- » Community embraced philosophy of YRP
- » Logo is recognised as giving hope and second chances to ex-offenders





Contact me:

[Matthew\\_Wee@score.gov.sg](mailto:Matthew_Wee@score.gov.sg)

Singapore Corporation of  
Rehabilitative Enterprises

# THANK YOU!

---