



HOPE • CONFIDENCE • OPPORTUNITIES



Celebrating **the Past** Envisioning **the Future**

In Celebration of
CARE Network's
20th Anniversary

An initiative by
CARE Network

CARE Network
Digital Publication
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CONTENTS

03	FOREWORD
04	OUR JOURNEY THUS FAR
07	CARE NETWORK REVIEW JOURNEY <ul style="list-style-type: none">• Reflections From Our Review Workgroup Leads
09	PLANS IN THE PIPELINE <ul style="list-style-type: none">• Advance Capabilities Of Individuals• Advance Capacity Of The Sector• Strengthen Throughcare Partnerships• Enhance Community Action And Community-based Interventions• Expand Network Of Partners
14	CN+ TOGETHER A NETWORK OF OPPORTUNITIES
15	ACKNOWLEDGEMENTS
16	THANK YOU



FOREWORD



Chng Hwee Hong

*Chairman of
Yellow Ribbon Singapore
Co-Chairman of CARE Network*

The Community Action for the Rehabilitation of Ex-Offenders (CARE) Network was formed 20 years ago in May 2000.

We are a coalition of like-minded agencies, motivated by a common purpose, to help ex-offenders transit back into the community as contributing citizens. The achievements and transformations in the aftercare sector over the last two decades have been nothing short of momentous, made possible through the hard work and dogged dedication of all our partners and volunteers.



Shie Yong Lee

*Commissioner of Prisons
Co-Chairman of CARE Network*

This year, as we commemorate our 20th anniversary, we are also assailed by the COVID-19 pandemic which has been described as a once in a lifetime crisis that severely upended the well-being and security of many people, with potentially long-lasting consequences.

Originally slated to be a special year of celebrations, we have now redirected our efforts to bring more Hope, Confidence, and Opportunities to ex-offenders and their families in these trying times.

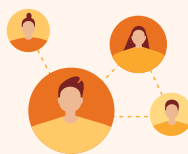


The Next Bound

As we celebrate our accomplishments over the past 20 years, we will keep our eyes on the future, seizing new opportunities to achieve breakthroughs in our work.

The 2-year recidivism rate has been relatively stable at about 25% for the past decade. We have a collective challenge to lower the re-offending rate, help more ex-offenders to desist from crime and drugs, and strengthen more families.

With this strong sense of mission and close collaborations among our partners, we are confident that we will be able to bring about a breakthrough that will make our society a safer place for everyone.



A Network of Opportunities

Without our partners, CARE Network will simply not be where we are today.

It is through our shared vision, passion and perseverance of every individual that have allowed us to achieve this milestone.

But there will always be new challenges, and only by working together can we overcome them.

Works are in the pipeline to provide platforms for more inter-agency partnerships and collaborations to take place. It is through collective action that we can provide the greatest impact for our clients.



Our Heartfelt Thanks

As we approach the end of the year, it is timely for us to affirm one another, for rising above the challenges that were thrown our way.

A grateful and sincere THANK YOU to all our members and partners for your incredible effort. Let us press on and emerge even stronger.

OUR JOURNEY THUS FAR:

Achievements and Milestones

CARE Network: A Pictorial History, 2000-2020

CARE Network celebrates two decades of achievements, made possible by our collective effort as a united network. Here, we honour those who have paved the way for others to join in the pursuit of providing seamless throughcare support for ex-offenders. Explore the pictorial journey below as we celebrate our milestones - from past to present.

2000



Happy Birthday! CARE Network was born with a vision to offer Hope, Confidence and Opportunities for ex-offenders.



The Case Management Framework (CMF) was implemented in SACA and SANA as a holistic approach to assist ex-offenders in their reintegration needs.

2001

2002



CARE Network was launched officially on 29 January 2002, along with the unveiling of our own CARE Network logo - a double celebration! Selected from over 500 inmates' entries, our logo embodies the concept of "turning over a new leaf".



2004

To garner greater community support, CARE Network launched the Yellow Ribbon Project (YRP) and Yellow Ribbon Fund (YRF). These initiatives continue to be the cornerstone for our cause.

OUR JOURNEY THUS FAR:

Achievements and Milestones

2005



Ministry of Social and Family Development (MSF), then Ministry of Community Development, Youth and Sports (MCYS) joined CARE Network as one of our core members.



The inaugural Yellow Ribbon Prison Run (YRPR) was held. YRPR has since been a signature YRP event to engage the public in building a society that supports second chances.

2009



Many new initiatives were launched to build a vibrant aftercare sector. The Yellow Ribbon Community Project (YRCP) was launched to reach out to families. The Yellow Ribbon Fund STAR Bursary and ISCOS Skills Assistance Subsidy Scheme were launched to enable upgrading and upskilling.

2010



The Attachment Programme and Learning Journeys were introduced to build capabilities and capacity for the aftercare sector.

2011

2013



The inaugural CARE Network Workplan Seminar was launched as a platform for knowledge sharing and networking among partners.

OUR JOURNEY THUS FAR:

Achievements and Milestones



The Developmental Framework for Offender Rehabilitation Personnel (DORP) was implemented to promote professionalism in managing offenders' complex needs.

2014



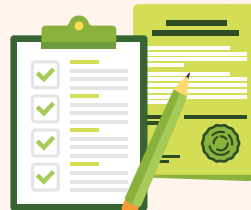
In support of CARE Network's effort to build evidence-based practices in the sector, SACA has taken research under its wing. We also welcomed the addition of YRF as our new core member.

2015



The CapitaLand-CARE Network Children Support Programme was launched as a 2-year pilot programme to support the needs of the children of inmates and ex-offenders.

2017



Ahead of our 20th Anniversary, a review of CARE Network was initiated to chart our future direction.

2019



As a visual portrayal of our commitment to evolve with the times, CARE Network has refreshed our logo. The added swirl symbolises our collective desire to provide wrap-around care for our beneficiaries. Our tagline has also been included to raise awareness of our vision.

2020

And beyond

CARE Network will continue to seize new opportunities and build on our collective effort, as we forge ahead with our beneficiaries into the next bound.

CARE NETWORK REVIEW JOURNEY

In early 2019, we embarked on a review of CARE Network. The impetus of the review was to rally stakeholders' support to bring down the recidivism rate. Through our discussions, we were able to identify opportunities and firm up recommendations to improve the aftercare landscape.

Introducing our Chief Secretariats of CARE Network who spearheaded the review:



Matthew Wee
*Chief Executive
Officer, YRSG
Chief Secretariat of
CARE Network*



Terrence Goh
*Deputy Commissioner (Operations
and Rehabilitation), SPS
Deputy Chief Secretariat of
CARE Network*



Early 2019 - Kickstarting the Process

Over 70 agencies and 350 individuals were engaged via one-to-one interviews, focus group discussions, the CARE Network Retreat and Workplan Seminar. These engagements provided clarity to our future directions and spurred us on.

Opportunities in The Aftercare Landscape

- Amendments to the Misuse of Drugs Act
- Placing more offenders on Community Corrections
- A move towards Digitalisation and SMART Nation



Sep 2019 - Work Officially Begins

Three Review Workgroups (RWGs) were formed to look into various strategic areas:

- Professionalising the Aftercare Sector
- Enhancing Reintegration through Community Collaboration
- Enhancing Throughcare



Mar 2020 - Undaunted in the Face of Adversity

Committed to our cause, the RWGs pushed on despite the disruptions and confusion arising from the COVID-19 pandemic. Meetings moved to the virtual sphere with teleconferencing becoming the norm.



Next Up - Recommendations Take Shape; Exciting Times Ahead

After many rounds of intensive discussions, the RWGs firmed up their recommendations and set the wheels in motion. These plans will form the base of our work over the next few years.

New initiatives for an enhanced aftercare sector are on the way!

CARE NETWORK REVIEW JOURNEY

REFLECTIONS FROM OUR REVIEW WORKGROUP LEADS

Our RWG Leads share how the CARE Network Review Journey has been for them and their teams, along with the major advancements to come.



I have been encouraged by the energy and desire of the team that I have journeyed with as we seek a better future for the individuals and families we assist. To this end, I would like to commend the CARE Network and especially the Secretariat for committing so much time and resources to this effort!

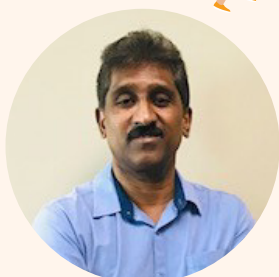
Mr Prem Kumar
SACA
RWG1 Lead



It has been a wonderful experience collaborating with the various partner agencies from RWG2. We have gained deeper understanding of the work done by the different agencies and built warmer relationships and I am thankful for everyone's contribution, not forgetting the wonderful support from my Co-Chair, Mr Karim and the Secretariat team. We are on the right track as we continue to collaborate with one another as one CARE Network to build a better society for tomorrow!



Ms Doris Ng
ISCOS
RWG2 Co-Lead



Being part of the CARE Network Review Workgroup showed how a synergistic partnership could produce novel ideas in strengthening the aftercare efforts for ex-offenders. I am particularly excited with the grant initiative and a framework to strengthen ex-offenders' pro-social support group. CARE Network's 20th Anniversary is 20 years of great memories with many partners. Best wishes to continue the journey together with CARE Network partners and ex-offenders to carve out more pathways for successful reintegration.

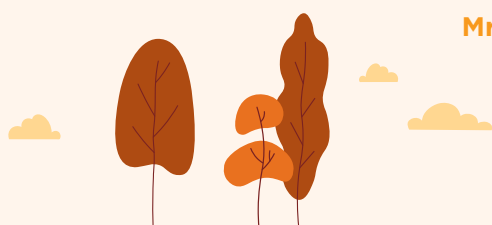
Mr Abdul Karim
SANA
RWG2 Co-Lead



The CARE Network RWG3 provided an opportunity for SPS and YRSG (then SCORE) to work more closely with CARE Network partners such as ISCOS, SANA and SACA but also with CNB, Fitrah, SINDA and HWHs like Jamiyah and Ashram. Discussions threw up fresh ideas as well as ways to improve current processes. We hope that our proposals would contribute to enhancing throughcare and improving the 5-year recidivism rate.



Mr Rockey Francisco Junior
SPS
RWG3 Lead



PLANS IN THE PIPELINE

After nine months of extensive consultations with our stakeholders, CARE Network has arrived at two strategic thrusts, with the overarching goal of reducing the recidivism rate. The two-pronged approach seeks to optimise human capital and enhance institutional strengths in the sector, and to address the complex needs of ex-offenders through enabling a continuum of care.

Advance Capabilities and Capacity of CARE Network



Accessible learning via e-training for volunteers



2 new introductory training courses for practitioners



Aftercare Contextualised Competency Framework for caseworkers



Digitally enabled and connected network: CARE Network Website and common Resource Depository



Platforms for collective learning: Communities of Practice (CoPs) and Learning Journeys

Strengthen Throughcare and Reintegration Journey



Formation of the Reintegration Committee including self-help groups, clans and associations, and desistors to expand the network of support



A centralised referral and connect service to provide supervisees with stable scaffolding in the community



Pro-social support pilot: In collaboration with desistor groups in the community



PLANS IN THE PIPELINE

ADVANCE CAPABILITIES OF INDIVIDUALS

Intent

For Caseworkers:

Uplift the Aftercare sector and advance capabilities of individuals by:



Bridging competency gaps by upskilling caseworkers in Aftercare-specific knowledge areas



Enhancing the onboarding experience of new caseworkers

For Volunteers:



To equip volunteers with relevant knowledge and skills by providing accessible training options

What's In The Pipeline?

For Caseworkers:

- A contextualised aftercare competency framework (with reference from the Skills Framework for Social Service (SFwSS)); endorsed and validated by key CARE Network members and partners
- 2 new Aftercare-specific introductory training courses to equip caseworkers with relevant context

For Volunteers:

Learning opportunities will be made available via online platforms to allow volunteers to learn at their own time and pace

In collaboration with SUSS, SACA has rolled out an e-learning module for members of the public:

Risk-Need-Responsivity Approach to Offender Rehabilitation in Singapore

For more information, contact Monica Ma at monica@saca.org.sg

Despite every team members' busy schedules, it was inspiring to see great minds coming together, from both government and non-government agencies, to identify the gaps and to put together a relevant and contextualized competency framework for aftercare professionals and volunteers (RWG1). Through this process, I believe we have helped shape the development of professionals and volunteers for the coming few years, and also fostered greater synergy and shared understanding among the agencies involved in the CARE Network.



Mr Chan Soon Onn

Head of Department | Care Community Services Society

PLANS IN THE PIPELINE

ADVANCE CAPACITY OF THE SECTOR

Intent

Create a digitally-enabled and connected CARE Network community that will:



Establish an online footprint



Facilitate cross-sharing of materials



Give partners access to a common pool of resources

What's In The Pipeline?

Revamping of the CARE Network website where partners will be co-opted to suggest and contribute useful resources, which can be hosted on the website for all to access.

STRENGTHEN THROUGH CARE PARTNERSHIPS

Intent



To enhance service delivery to beneficiaries by establishing a seamless process for the handing and taking over of cases between agencies

What's In The Pipeline?

Provide referral service to link ex-offenders to relevant aftercare agencies for assistance.

Being in the Workgroup allowed myself not just to share but more importantly to learn and grow for the beneficiaries of all the CARE Network partners. The synergy of the team is fantastic and the secretariats are awesome facilitators. Together, everybody wins in the journey to seek a brighter future for our society.

Mr Sufian Salim

Deputy Head of Home | Pertapis Halfway House



PLANS IN THE PIPELINE

ENHANCE COMMUNITY ACTION AND COMMUNITY-BASED INTERVENTIONS

Intent

Support the reintegration of ex-offenders through collective effort and actions, to empower the ex-offenders' community to:



Play a part in building a safer and more inclusive society



Provide support to other vulnerable segments of the community

What's In The Pipeline?

CARE Network will facilitate and support existing pro-social support groups for ex-offenders, to empower them to desist, take ownership in their reintegration and contribute back to society through meaningful activities with fellow desistors.



The journey with CARE Network to define a competency framework and training road map for practitioners and volunteers is important for the wider engagement of the community in Aftercare. As the old Singaporean adage says “it takes a kampung to raise a child”, I believe the stakeholders in CARE Network also subscribe to the fact that it takes a community to support an ex-offender and their family in their rehabilitation and reintegration journey.



Mr Chua Kok Wan

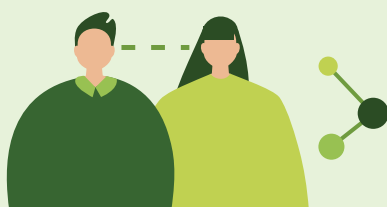
Executive Director | Prison Fellowship Singapore

PLANS IN THE PIPELINE

EXPAND NETWORK OF PARTNERS

Intent

To engage the broader community to contribute in the reintegration of ex-offenders



Tap on existing networks, resources and collective wisdom of members and partners



Form partnerships with new stakeholders who are operating successful interventions in the community

What's In The Pipeline?

- Provision of tailored support to address ex-offenders' needs during their reintegration journey
- Expanded network of partners and resources, beyond the existing CARE Network community, to sustain support for ex-offenders in the community



The CARE Network Review Journey was an exciting learning phase in my aftercare venture. I saw the enthusiasm of the members in the many rigorous discussions that we had, and particularly appreciate the open sharing and connections built as a result. It is my hope that these valuable connections will create opportunities for many future collaborations. I look forward to adopting the competency framework for our aftercare officers, as we strive to be the trampolines for our clients and their families to springboard to a better life ahead.



Ms Hameet Khaneet JH

Senior Manager, Social Services Division | AMP Singapore

CN+ TOGETHER

A NETWORK OF OPPORTUNITIES

Reintegration is a long-drawn journey for many. For sustained support, community action and community-based interventions are critical. Thus, CARE Network has ventured further to engage the broader community in Singapore. Outfits with diverse backgrounds offer a wide variety of resources that can complement existing reintegration efforts.

CN+ Together represents our desire to go beyond the Aftercare community to rally individuals and organisations to join our cause in reintegrating ex-offenders back to society.



In the coming years, CARE Network strives towards:



Rallying its members and partner agencies to drive and shape the various initiatives which will be implemented in phases



Forging deeper relationships and cultivating new partnerships with the ultimate goal of supporting ex-offenders and their families through the reintegration journey



We welcome individuals and agencies to come onboard if you share our vision and wish to join the cause. Interested parties can contact Grace Chan at **Grace_CHAN@yellowribbon.gov.sg**

ACKNOWLEDGEMENTS

CARE Network would like to acknowledge the hard work and valuable contributions made by all the Review Workgroup members throughout this Journey!

RWG 1 Professionalising the Aftercare Sector

- **Mr Prem Kumar, SACA**
- Ms Lin Mingjie, SACA
- Ms Goh Guat Tiang, SACA
- Ms Hamidah, SANA
- Mr Andy Lee, SANA
- Ms Rathika Kanisha, ISCOS
- Mr Chan Soon Onn, CCSS
- Ms Hameet Khanee, AMP
- Mr Chua Kok Wan, PFS
- Mr Lee Jun Jie, Green Haven
- Mr Sonny Ong, SSI
- Ms Doris Lim, SPS
- Ms Valerie Chiang, SPS
- Ms Irene Tan, SPS

RWG 2 Enhancing Reintegration through Community Collaboration

- **Mr Abdul Karim, SANA**
- **Ms Doris Ng, ISCOS**
- Mr Mohammed Fazly, SANA
- Ms Han Qi, SANA
- Mr Muhammed Ali, ISCOS
- Mr Muhammad Sufian Salim, Pertapish HWH
- Mr Ranjit Singh, NAMS
- Ms Gail Tan, MSF
- Ms Nurul Dina Abdulkahar, MSF
- Ms Candice Ng, MSF
- Mr Mohamed Fareez, AMKFSC
- Mr Chavez Ong, SPS

RWG 3 Enhancing Throughcare

- **Mr Rockey Francisco Junior, SPS**
- Ms Aishikin Ismail, SACA
- Ms Hidayah, SANA
- Mr Elvis Overee, ISCOS
- Mr Mohaideen Abdul Kadir, CNB
- Mr Rujok Pandi, MUIS
- Mr Syahrin Mohd Salleh, FITRAH
- Mr K Subramaniam, Ashram HWH
- Mr Mohamad Faizal Bin Abas, Jamiyah HWH
- Ms Kanniga Gnanasekaran, SINDA
- Mr Freddy Low, YRSG
- Ms Karen Lee, SPS
- Ms Valerie Chiang, SPS
- Ms Irene Tan, SPS



SECRETARIAT TEAM

- Mr Ravi Subramanian, YRSG
- Ms Ivy Soh, YRSG
- Mr Wu Chenghui, YRSG
- Mr Elric Toh, YRSG
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- Ms Wong Meng Hui, YRSG
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- Ms Angel Seah, YRSG
- Mr Elvis Tan, SPS
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- Ms Lim Seow Hwee, SPS
- Ms Shirley Chin, SPS
- Mr Joel Leong, SPS
- Mr Tan Ee Hong, SPS

THANK YOU

Our deepest gratitude to all CARE Network partners, staff, volunteers, and desistors who helped make this journey possible.

Presented to you by:





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