



# ANNUAL REPORT 2022



*IPC Number: IP000680*

*Unique Entity Number (UEN): T09CC0007H*

*Registered Address: 1 Dorset Road, Singapore 219486*

*Executive Director: Chua Kok Wan (appointed 16 June 2020)*

*Banker: Development Bank of Singapore Ltd*

*Auditor: Baker Tilly TFW LLP*



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# INTRODUCTION

Seventy Times Seven (70x7) is an initiative of Prison Fellowship Singapore Limited (PFS). It is a fund with Institution of Public Character (IPC) status which was set up to fulfil a need to support community engagement and social activities which are faith-neutral. The programmes under 70x7 are open to all regardless of race and religion, so that we can support the journeys of inmates, ex-offenders and their families from brokenness into wholeness.



## In 70x7, we focus our efforts to:

- Foster a community of partners to engage and embrace inmates, ex-offenders and their families (Beneficiaries);
- Create and run programmes to enhance the well-being of our Beneficiaries;
- Address and support the needs, e.g. financial, educational, social and welfare of our Beneficiaries; and
- Encourage the reconciliation of broken relationships through counselling and programmes (e.g. Gang Desistance Programme and Prosocial Engagement Programme (PEP) for young remandees).

# MANAGEMENT COMMITTEE

Name	Designation	Occupation	Date of Appointment
MS JEANN LOW NGIAP JONG *	CHAIRMAN / MEMBER	SENIOR ADVISOR, SINGTEL	25 MAY 2021
DR YAP CHEE MENG **	TREASURER / MEMBER	FINANCIAL SERVICES CONSULTANT, LEGACY FA PTE LTD	01 JUN 2016
MR DAVID KOH SEE TIEN	MEMBER	FORMER HR DIRECTOR, INCHCAPE (SOUTH ASIA)	23 APR 2019
MS LISA THENG SIEW LIAN	MEMBER	MANAGING PARTNER, CNPLAW LLP	23 APR 2019
MS TINA WEE HUAT TEE	MEMBER	SENIOR VICE PRESIDENT, FORBES MEDIA ASIA	25 MAY 2021
MR PAUL KHOO EE WEN	MEMBER	CEO, RAISON MEDIA PTE LTD	23 MAY 2022

**Notes:**

\* Appointed as Chairman on 6 Dec 2022

\*\* Appointed as Treasurer on 27 May 2021

# MANAGEMENT COMMITTEE'S AND JOINT BOARD MEETING ATTENDANCE

	NAME	21 FEB 2022 Joint Board	23 MAY 2022 Joint Board	5 SEP 2022 Joint Board	5 DEC 2022 Joint Board	25 APR 2022 MC	28 NOV 2022 MC
1.	MS JEANN LOW NGIAP JONG	1	0	1	1	1	1
2.	DR HO YEW KEE #1	1	1	-	-	1	
3.	DR YAP CHEE MENG	1	1	1	0	1	1
4.	MR DAVID KOH SEE TIEN	1	1	1	1	1	1
5.	MS LISA THENG SIEW LIAN	1	1	0	1	1	
6.	MS TINA WEE HUAT TEE	1	1	0	1	1	1
7.	MR PAUL KHOO EE WEN #2	-	1	1	1	-	0

Note:

- #1 Resigned on 23 May 2022  
 #2 Appointed on 23 May 2022

<b>RELATED ENTITY</b>	Seventy Times Seven (70x7) is an IPC Fund of PFS. Members of 70x7 Management Committee, who are also on PFS Board: Dr Ho Yew Kee (Chairman-outgoing) Dr Yap Chee Meng (Treasurer) Ms Jeann Low Ngiap Jong (Chairman)
<b>EXECUTIVE DIRECTOR</b>	Chua Kok Wan (appointed 16 June 2020)
<b>BANKER</b>	Development Bank of Singapore Limited
<b>AUDITOR</b>	Baker Tilly TFW LLP

# POLICIES

## Funding Sources

70x7 is financially supported by donations from corporate organizations, individuals, foundations and government grants.

## Reserve Policy

70x7 shall maintain a reasonable reserve equivalent to one to three years of liquid unrestricted net assets to cover unrestricted expenses. As at 31 Dec 2022, 70x7's liquid unrestricted net assets ratio stood at 1.06.

## Management and Avoidance of Conflict of Interest

We require all members of the 70x7 Management Committee to acknowledge a Declaration of Conflict of Interest form every year and to abstain from any decision making if he/she has a conflict.

Pursuant to the By-Laws of 70x7, any member of the Management Committee who has, in any way, directly or indirectly, an interest in a transaction or project or other matter shall disclose the nature of his interest prior to discussion of the said transaction or project or other matter at a meeting.

The By-Laws further states that the Management Committee shall in its best endeavours decide whether the member concerned in above ought to withdraw from the meeting. In all circumstances, the member concerned shall not vote on the matter, and should withdraw from the meeting, if necessary.

## Staffing

As 70x7 is an IPC fund of PFS and is not a separate legal entity, it does not have any staff. The staffing information below pertains to staff services provided by PFS based on a cost sharing arrangement under a Memorandum of Understanding between PFS and 70x7, which is reviewed every two years.

As at 31 December 2022, there is a total of 19 full time staff at PFS.

# KEY ACTIVITIES

70x7 renders a comprehensive range of support services for inmates, ex-offenders and their families.

## Throughcare Ministry (TCM)

TCM provides the following services:

### a) Pre-Sentencing

- Counselling and befriending to prepare the offender and his/her family for prison life, after he/she has been charged or convicted, while awaiting sentencing.
- Counselling and befriending are extended to both the offenders and the families of the offenders impacted by the offence.

### b) Incare

- Counselling and reformatory training e.g. Gang Desistance Programme and Prosocial Engagement Programme for young remandees.
- Supporting SPS' Throughcare Volunteer Framework (TVF) requests from inmates to reach out to their families who need assistance and support during incarceration.
- Preparing for the reconciliation journey with loved ones before each inmate's Earliest Date of Release (EDR) through separate Pre-Release Interviews conducted by staff with the inmate and his / her family. This journey will continue after the inmate's release from prison.

### c) Prison Gate Ministry

- Welcoming releasing inmates at the prison gate to offer transitional assistance (e.g., replacement of NRIC, opening of Bank Account, application for SingPass, purchase of EZ-Link card, grocery vouchers, clothing, short term financial assistance, shelter, and other immediate needs).
- Such support is also extended to inmates who are released under SPS' Community Based Programmes (CBP) with the halfway houses.

d) **Aftercare Support**

- Affording support for ex-offenders with Counselling and Befriending sessions.
- Providing weekly Support Group meetings for men and women ex-offenders to encourage peer desistor<sup>1</sup> support.
- Assisting in the application for government financial assistance and introduction to potential employers.
- Facilitating the journeys of reconciliation with loved ones and assimilation into the wider community.

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<sup>1</sup> Desistance Theory is an evidenced-based research over decades collating the success factors of ex-offenders not returning into the correctional system. Desistance is the process of abstaining from crime by those with a previous pattern of offending. It is an ongoing process and often involves some false stops and starts. Each desistor's experience is different - the process is influenced by an individual's circumstances, the way they think, and what is important to them.



## TCM SUMMARY 2022

*Incare*



**12**

**PRE-SENTENCE  
BENEFICIARIES  
COUNSELLED**



**602**

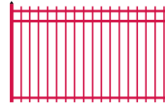
**BENEFICIARIES  
REACHED  
WEEKLY**



**102**

**INCARE  
VOLUNTEERS  
DEPLOYED  
WEEKLY**

*Aftercare*



**49**

**PRISON GATE MINISTRY  
RECEPTIONS**

**169**

**AFTERCARE  
CASES  
SUPPORTED**

**24**

**WITH BOTH THE  
EX-OFFENDERS &  
THEIR RESPECTIVE  
FAMILIES UNDER OUR  
INTEGRATED MINISTRY  
STRATEGY**

**30**

**CASES REFERRED FOR  
COUNSELLING WITH OUR  
VOLUNTEER CLINICAL  
COUNSELLORS**



## Family Care Ministry (FCM)

Our Integrated Ministry (IM) strategy is a holistic approach combining our resources in Throughcare and Family Care to elevate the role of the family in the ex-offender's re-integration journey as a key motivational factor to change.

Our FCM programmes aim to strengthen the family unit by instilling positive and supportive familial values which will in turn, promote reconciliation and motivate change to enhance the assimilation into the family and wider community.

We provide the following programmes and services in FCM:

### a) Family Support

- FCM addresses the needs of the inmates' family members.
- Through partnership and collaboration with government agencies (e.g. Family Service Centres), volunteers and other supporters, we befriend and support the families.
- Our goal is to facilitate the restoration of family members who have been harmed by the offence and impacted by incarceration and to promote reconciliation with their loved ones in prison. Often these family members are also victims of crime, suffering in obscurity, without a voice.
- Our faithful volunteers visit the homes of these beneficiary families monthly to encourage them, identify and assess their needs. These visits reveal many inter-generational needs often unseen by other Social Service Agencies (SSAs), whether the children are malnourished, the elderly have been missing their medical appointments or their medications.

### b) Children Support

- FCM also runs a Care Club which focusses on the children (aged 2 to 20) of the incarcerated.
- This is our preventive work to break the inter-generational cycle of offending.
- We aim to avert delinquency by providing relevant support and early interventions through practical aid (e.g. Milk and Diaper Programme); mentoring; character development programmes; and educational support (e.g. Early Learning Programme and Tuition).
- Our Early Learning Programme targets pre-primary schoolers. This is a learning disability assessment programme to identify any learning disability (e.g. autism, dyslexia, ADHD) through clinical assessments for early treatment enrolment. Our volunteers are trained to detect such learning disabilities in young children and we will then raise the funding needed for the clinical assessments for a confirmed diagnosis.

- In 2022, we received the encouraging news that all three children who sat for their Primary School Leaving Examinations (PSLE) passed after receiving education support from Care Club and have been promoted to secondary schools.

### Key FCM Programmes & Services

<ul style="list-style-type: none"> <li>• Milk &amp; Diaper Programme #1</li> <li>• Early Learning Programme #1</li> <li>• Play Therapy</li> <li>• Care Club Support</li> <li>• Caregiver Support</li> <li>• Counselling</li> <li>• Delivery of donated items (e.g. Beds, Sofa, Washing Machine, Furniture etc.)</li> <li>• Hospital / Polyclinic appointment accompaniment</li> </ul>	<ul style="list-style-type: none"> <li>• Financial Assistance</li> <li>• Family Meal Blessing</li> <li>• Family Outings (bonding sessions)</li> <li>• Monthly Grocery Support</li> <li>• Distribution of festive gifts e.g CNY, Mid-Autumn festival and Christmas #2</li> <li>• Mount Alvernia Outreach Clinic</li> <li>• Prison Visit accompaniment</li> <li>• Weekly Tuition for Primary and Secondary School students #3</li> </ul>
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#### Notes:

#1 Programme partner: EDIS Cares (through Community Foundation of Singapore).

#2 Programme partners: Thong Seik Food Industry Pte Ltd donated 150 DoDo Fishball steamboat sets for CNY and PFS leaders donated mooncakes for the Mid-Autumn festival to bless our beneficiaries.

#3 Programme partner: The Pavilion Foundation (through Community Foundation of Singapore).

# FCM SUMMARY 2022

## *Family Care*

**62**

**FAMILIES WITH AT  
LEAST ONE MEMBER  
IN PRISON**

**8**

**PRE-PRIMARY  
CHILDREN  
ENROLLED FOR  
EARLY LEARNING  
PROGRAM**

**34**



**YOUTHS AND CHILDREN  
RECEIVED WEEKLY TUITION**



**14**

**CHILDREN ATTENDING  
WEEKLY CARE CLUB  
ACTIVITIES**

**176**

**VOLUNTEERS  
SUPPORTED OUR  
MONTHLY FAMILY  
VISITATIONS**

### Practical Assistance for Families

Supported 8 families with total Financial Assistance totalling to \$10,250.00. These are families who cannot or have limited access to existing SSA's support e.g. foreign spouse and children.

### Educational Support for Youth and Children

In 2022, we provided tuition support for 34 children with tuition. Of these, 14 were on paid tuition programmes totalling to \$92,987.23 in tuition fees. Paid tuition are offered to primary school students with weak academic foundation (scoring <39% for an academic subject).

### Yellow Ribbon Emergency Fund

In 2022, 70x7 was appointed by the Yellow Ribbon Fund as an administrator of the Yellow Ribbon Emergency Fund (YREF), which provides financial support to released ex-offenders and families who are in dire need of cash within the initial two years of release.

### Our Programme Partners

<ul style="list-style-type: none"> <li>• Ara's Ark</li> <li>• Community Foundation of Singapore (CFS)</li> <li>• Economic Development Innovations Singapore (EDIS Cares)</li> </ul>	<ul style="list-style-type: none"> <li>• People's Association</li> <li>• School of the Arts Singapore</li> <li>• Monster Reader</li> <li>• The Pavilion Foundation</li> <li>• Yellow Ribbon Fund (YRF)</li> </ul>
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# ANGEL TREE PROJECT (ATP)

## Overview

The Angel Tree Project (ATP) is a PFS initiative rolled out annually under 70x7, whereby inmates' handwritten letters, containing their messages seeking forgiveness and reconciliation with their family members, are personally delivered to their families. The primary objective of the Angel Tree Project is to instill the hope of restoring broken relations with their loved ones.

It aims to reflect our Heavenly Father's call to all His children to seek forgiveness when one has sinned against others and to live in peace with others in our community. These reconciliatory letters are personally delivered to the inmates' families by PFS volunteers from our ATP participating churches during Christmas. Gifts sponsored by our supporters are also dispatched together with these letters, to bring Christmas cheer to the recipients.

## TIMELINE OF ACTIVITIES



## Statistics



791 families  
received letters of  
reconciliation



869 letters were  
written in total



46 churches &  
organisations  
participated in  
delivery & donated to  
the project



>1000 volunteers  
availed help



\$80,000 worth of  
grocery vouchers  
were purchased for  
this project.



\$106,245\* collected  
in pledges and  
donations

\*The donation will also be  
used towards funding  
necessities for beneficiaries  
e.g. Grocery Support

# VOLUNTEER ENGAGEMENT AND PARTNERSHIPS



Our work can only be achieved through the support of our faithful volunteers who continue to reach out to our beneficiaries (inmates, ex-offenders and their families). With the easing of pandemic-related restrictions throughout 2022, there were more opportunities for face-to-face interactions with our beneficiaries. This allowed for connections to be re-established and for relational bonds to be

strengthened through the increased number of on-site in-person activities.

Collaborating with training providers, we offered 31 courses to equip our volunteers with the relevant skills and knowledge for the ministry work we do. Through 479 training places and 2,321 training hours invested, we are confident that our volunteers are today more effective when engaging our beneficiaries.

We continued our collaborative efforts with our partners in the ecosystem to leverage on each organisation's unique strengths and minimise duplicity. With this intentional approach, the sum of our synergized capabilities will be greater than its parts, thereby offering our beneficiaries a more holistic and sustainable support experience.



## Our Volunteers are active in

### **Incare:**

Conducting the Gang Desistance Programme and the Prosocial Engagement Programme for the young remandees.

### **Aftercare:**

Supporting our beneficiaries in their Rehabilitation, Reintegration and Reconciliation journey.

### **Family Care:**

Participating in grocery and meal delivery events, providing tuition to needy students, befriending and providing accompaniment to our beneficiaries.

# EVENTS & NEW INITIATIVES

## The Big Move



One highlight in 2022 for PFS was our relocation to our new premises. After three rounds of delays - but understandably so as they were all due to the pandemic - we were finally able to move into our new Community Hub at 1 Dorset Road, Singapore 219486 on 7 July 2022.

We are grateful to our Lord for leading us to this location and for Parish of Christ Church to graciously allow us the use of Level 3 in the Reverend Canon Samuel Baboo Block. We are now strategically located opposite the KK Women's and Children's Hospital and only 200 metres away from a urine test centre, the latter being very significant to us because it gives our beneficiaries a safe haven to wait until it is time for their scheduled urine tests.

With this larger premises, we now have a Drop-In-Centre (DIC) where the newly released can visit for assistance like making online applications via our self-service kiosk with the help of our friendly DIC manager or to get other forms of transitional support. We are grateful that this DIC has been made possible through the financial support from the Jesus The Light Grant-making Project.

We now have two counselling rooms, with one specially designed to support family and children therapy. The kind donation received from the Jonaron Foundation will be used specifically in the outfitting of these rooms and also to install secure AV equipment for live supervision and reflective teams training to enhance the learning of our counselling interns.

Our multi-use activity room caters to the Women Support Group meetings on Mondays, the Thursday Connect Group sessions for the men, the children Care Club programmes on Saturdays, as well as our volunteer orientation, training and briefings. Our ministry partners and other Social Service Agencies (SSAs) have been invited to share the space in this Community Hub because as good stewards, we want to share the resources God has entrusted to us, so that His blessings can be multiplied.



From L to R, Top to Bottom: Lift Lobby and Common Corridor; Drop-In Centre, Counselling Rooms for Individual and Groups.

## PFS Prison Ministry Conference

We held the Prison Ministry Conference 2022 on Saturday 23 July 2022. It was a momentous occasion because the last conference was held in 2018. The 2020 edition of this bi-annual event was cancelled due to COVID-19. About 150 people attended this 2022 edition with the theme: “Journey to Restoration”, emphasising the principles of Restorative Justice (RJ) and the importance of working with families of desistors.

Participants were enlightened by the presentations of our distinguished speakers Mr Jonathan Derby (*Special Advisor, Restorative Justice, Prison Fellowship International*) and Mr Karam Singh (*Director, Psychological & Correctional Rehabilitation Division, Singapore Prison Service*). They were later joined by Mr Salmon Chung (*PFS Marriage and Family Therapist*) in a Panel Discussion which delved more deeply into these important areas.

Besides hearing testimonies from beneficiaries on the positive impact of our Family Care Ministry efforts, representatives from True Way Presbyterian Church also shared their encouraging experiences from a partnering church’s perspective.

As the conference was held within the same church premise as our new home, conference guests had the first hand opportunity to visit our Community Hub and office during the lunch break to view the facilities, such as our Drop-In Centre and specially designed Counselling Rooms.



Our panel of speakers at the Prison Ministry Conference 2022. Mr. Chua Kok Wan, Mr. Jonathan Derby, Mr. Karam Singh and Mr. Salmon Chung. (From L to R)

## PFS – HRHS Grocery Distribution Project

Our collaboration with 好人好事 Hao Ren Hao Shi (HRHS), another non-profit organisation, has enabled our beneficiaries - desistors and their families, who have been blessed to in turn, be a blessing to others, by helping to pack and distribute essential grocery supplies for the community. This collaboration with HRHS stemmed from a natural synergy of corporate missions. HRHS' mission is to improve the lives of the underprivileged and needy families through the provision of 28 essential grocery items, with our beneficiary and volunteer community helping to pack and deliver these grocery packs, many of whom are private hire drivers. This meaningful activity, happens on the first Saturday of every month, and has benefited more than 80 families since its first distribution in October 2022. This collaboration was intentional to set the stage for more such partnerships to give us a wider reach with lower duplication in effort.



PFS with the Hao Ren Hao Shi team at our first distribution event in October 2022.

# FUNDRAISING



As an IPC Fund, 70x7 is dependent on the recurring donations from foundations, corporates, and like-hearted supporters. In 2022, we carried out two major fundraisers under 70x7 - the Angel Tree Movie (ATM) in April 2022 and the Angel Tree Run (ATR) in November 2022.



Aside from fund raising, the ATM and ATR helped to raise the profile of our “Angel Tree” branding under 70x7 and to increase the public awareness of our Restorative Justice based programmes to facilitate the ex-offenders’ rehabilitation, reintegration and reconciliation journey with their families and the larger community.

We continued to promote our Angel Tree tagline “Journey Together” to reinforce our belief that with the strong support of the community, change is possible, even for hardcore criminals as they strive

to live out their new and transformed lives.

Through these two events, we raised over \$330,000.00. On behalf of our beneficiaries, we thank all our donors and supporters for your generosity and support. Your faithful giving has made an impact in the lives of our beneficiaries and encouraged us to serve them.



## Our Sponsors

<u>Angel Tree Run 2022</u>	<u>Angel Tree Movie 2022</u>
<ol style="list-style-type: none"> <li>1. Trek Technology (Singapore) Pte Ltd</li> <li>2. NCS Pte Ltd</li> <li>3. NetLink Trust</li> <li>4. SATS Ltd</li> <li>5. Autumn Community</li> </ol>	<ol style="list-style-type: none"> <li>1. Salt Media &amp; Entertainment</li> <li>2. Nozomi</li> <li>3. Da Paolo Pizza Bar</li> </ol>

# FINANCIAL REVIEW 2022

70x7 recorded a net deficit of \$462,398 for the financial year ended 31 December 2022. This was attributed mainly to lower donations raised and lesser government grants compared to 2021. Total Income declined by 49% compared to 2021. Government grants comprised (i) the COVID government support schemes e.g. Jobs Growth Incentive (JGI); and (ii) Yellow Ribbon Emergency Fund. 2022 donations include the Angel Tree Movie and Angel Tree Run fundraising events.

70x7 Financial Snapshot	2022	2021	% change
Donations (A)	661,301	1,284,459	(49%)
Government Grants (JGI, Yellow Ribbon Emergency Fund) (B)	20,000	55,633	(64%)
Total Income (C) = (A) + (B)	681,301	1,340,092	(49%)
Total Expenditure (D)	1,143,699	926,834	(23%)
Surplus / (Deficit) Income (E) = (C) - (D)	(462,398)	413,258	(212%)

Non-Current Assets (F)	35,378	45,506	(22%)
Current Assets (G)	1,378,377	1,864,342	(26%)
Total Assets (H) = (F) + (G)	1,413,755	1,909,848	(26%)
Total Liabilities (I)	169,176	202,871	(17%)
Net Assets (J) = (H) - (I)	1,244,579	1,706,977	(27%)
Liquid Unrestricted Net Assets (K)	1,209,201	1,661,471	(27%)
<b>Liquid Unrestricted Net Assets Ratio (L) = (K) / (D)</b>	<b>1.06</b>	<b>1.79</b>	

## Statement of Accounts

Full Audited Statement of Accounts and Reports for the financial year ended 31 December 2022 are as per our submission on the Charity Portal.

## Review and Change in the Policy

In 2022, PFS Board approved the Investment Policy Statement (IPS) for an Investible Reserve of \$700,000.00 in 70x7. Given the volatility in the market, only \$300,000.00 of 70x7's reserves was invested as at end 2022, all in 6-months Singapore government treasury bills. PFS Board and 70x7 Management Committee will continue to monitor the market conditions to invest the Investible Reserve in accordance the IPS.

## Explanation of the Purpose for which the Charity's Assets are held

### Passenger Van

- Ferrying ex-offenders and their families to their homes, halfway houses, IMH and other SSAs.
- Ferrying children of beneficiary families to and from their homes for Care Club programmes.
- Facilitating home visitations and delivery of grocery items.
- Support re-location when beneficiaries move in their government rental flats.
- General transportation for events and other official activities.



# FUTURE PLANS & COMMITMENTS

Moving into 2023, our Integrated Ministry strategy will continue to undergird our ministry work as we wish to place stronger emphasis on the reconciliation of familial relationships through intentional collaboration with other like-minded SSAs.

## Throughcare Ministry

Besides our annual signature Angel Tree Project, we will reach out to families of the incarcerated using SPS' Throughcare Volunteer Framework (TVF), where inmates can request PFS' help to support their families. Staff and volunteers of PFS have been diligently highlighting TVF to the inmates.

With an ageing population in Singapore, we have observed an increase in elderly desistors who are unable to provide for themselves after their release mainly because they are either single or estranged from their families. We are evaluating how to better support this elderly beneficiary group through collaboration with other SSAs and more forward planning.

## Family Care Ministry

The importance of strong family support for the desistance journey is well documented. Aligned with the government's goal to reduce the 5-year recidivism rate, we will increase our effort to encourage more volunteer teams for FCM.

We will continue to step up our Care Club programmes and activities to drive our preventive efforts by meeting the four areas of needs in the children, namely: Physical, Emotional, Educational and Spiritual needs. Together with our partners, we aim to provide a safe and positive environment for our children to develop their resilience and character.

We will identify volunteers committed to mentor the children by guiding and empowering them so that they can unlock their full potential and be a blessing to their families. Educational guidance via the tuition support will continue to be the mainstay in Care Club, however the Care Club's holistic approach is aimed at helping the young ones to be the best definition of themselves, despite having one parent in prison.

## Inner Care

We will continue to enhance our capacity in clinical counselling services to address the emotional needs and well-being of our beneficiaries. Our in-house psychotherapists will partner and guide volunteer counsellors and counselling interns to deepen and widen the level of competency in our therapy work.

In our new premises, we have two conducive rooms for individual, couple, and family therapy. These therapy rooms have been set up with activity kits such as sand tray, puppets, psychodrama props and play area to facilitate various intervention modalities. These rooms will be connected with secured AV equipment for live supervision and reflective teams training to maintain a high service delivery and for the training of counselling interns.

We will also be focusing on faith-neutral initiatives, like the Prosocial Engagement Programme (PEP), to meet the needs of the young male and female remandees. These are young people who have been detained in prison while awaiting trial and are living in a prison environment similar to sentenced inmates. By involving remandees in activities in PEP, we seek to improve their mental health, help them develop adaptive behaviours, and aid in their motivation towards rehabilitation.

Another faith-neutral initiative we are planning to conduct in Incare is “Sparkle” with the young female inmates. This is a counselling programme where our volunteer female counsellors will be assigned to young female inmates to prepare them for their re-entry into society.

## Social Impact Projects

We will be exploring suitable Social Impact Projects (SIP) which offer training and supervised employment opportunities for our desistors and the family members of the incarcerated. Through such projects, we aim to help them achieve a sense of self-worth and confidence with dignity. These SIPs will also serve as a platform to reinforce our Restorative Justice approach.

## Partnerships & Communications

To provide more Incare support, we will continue to co-develop faith-neutral programmes with SPS, to extend our reach to a wider audience in prison.

We are thankful for our partners who have been open to explore collaborations to better meet the needs of our beneficiaries.

## Finance & Accounting

PFS is in the process of implementing a cloud based Accounting System by the end of 2023, as the next step in our digitalisation journey with enhanced security features. We will be tapping the relevant NCSS grants for this project.