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Challenges & Opportunities

in Working with Service Providers, Vendors and Outsourced Partners



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editor's note



Collaborative partners play key roles in addressing the complex social, behavioural, and health issues that offenders face. Strong partnerships with them will allow us to tap on their valuable information, resources, and perspectives that will help in the offender's rehabilitation journey. The articles within this edition of the newsletter provide us with an understanding of the different initiatives adopted by APCCA members in working with service providers, vendors and outsourced partners.

In this edition, New South Wales gives insight on their award-winning "Gundi Housing Project", which provides homes for the Aboriginal communities. Northern Territories share on two laudable initiatives that have taken root, in

which they collaborate with businesses and the community health services. The "Sentenced to a Job Programme" serves as an opportunity for local businesses to address skill shortages in meeting their business needs and at the same time, extract a social dividend by training and assisting in inmates' rehabilitation. In another initiative titled "Smoking No Good Story", a holistic approach is adopted in seeking the cooperation of regional tobacco workers based in community health services to provide education and support for smoking cessation to inmates and their families. Fiji details their transformational rehabilitation journey and their experience with programme providers, vendors and outsourced partners. From Singapore, there is the account of their experience of authorities and NGOs working as One Rehab Team.

I will like to express my sincere gratitude towards the APPCA members who contributed the articles in this newsletter, allowing us to learn from their enriching experience in working with service providers, vendors and outsourced partners.

Soh Wai Wah
Singapore Prison Service



Building A Better Future

Contributed by Corrective Services, New South Wales



Part of the Intensive Learning Centre built by inmates being delivered

Australia is generally seen as a fortunate nation, but a problem affecting its Aboriginal people is relatively high unemployment. Corrective Services New South Wales (CSNSW) has been doing something about this by training Aboriginal offenders in modular construction. Since 2011, the award-winning Gundi Housing Project at St Heliers Correctional Centre has been providing homes for Aboriginal communities and more recently, classrooms for inmates in other prisons.

In 2013, Gundi received the International Corrections and Prisons Association's Offender Management, Treatment and Reintegration Award for its strong partnerships with other agencies.

●● *Corrective Services New South Wales (CSNSW) has been doing something about the relatively high unemployment amongst the Aboriginal offenders by training them in modular construction.* ●●

Gundi is a building and construction training program for minimum security inmates. Since the inception of the scheme, Aboriginal and other inmates have gained skills and qualifications in construction, which will help them get jobs upon leaving prison. Thirty inmates have built seven modular homes for remote Aboriginal communities.

They have also constructed an entire new educational facility for a correctional centre in the north of the State, so that inmates there will be able to improve their literacy and numeracy skills. This so-called Intensive Learning Centre features classrooms, a library and other amenities.

“Our 2013 data show that 45 percent of the inmate population did not finish Year 10,” said CSNSW Commissioner Peter Severin. (Year 10 is the earliest that pupils are supposed to leave formal education, around the age of fifteen.) “Lack of prior engagement with education and histories of unemployment are common themes with inmates. Projects such as Gundi and the Intensive Learning Centres, are important investments in reducing the risks of re-offending.”

“If these men can gain employment through enhanced skills,” Commissioner Severin said, “there is a better chance that they won’t return to custody.”



An inmate at St Heliers Correctional Centre gaining construction qualifications by working on the Gundi project



Sentenced To A Job Programme

Contributed by Singapore Corporation of RehabilitationContributed By

In the Northern Territory (NT), indigenous Australians comprise over 80% of the NT correctional centres' population. Incarceration rates in NT are approximately five times the rest of Australia. Historically, NT recidivism rates (calculated using a timeframe of two years) have been between 50 – 55%, almost 30% higher than the rest of Australia. Previous government policies were reducing these numbers and some thinking outside the square was required.

The Sentenced to a Job programme (STAJ) commenced in September 2012 and is the innovation of Commissioner Ken Middlebrook and Minister John Elferink MLA. The central tenet of Northern Territories Department of Correctional Services (NTDCS)'s strategic intent is to "reduce re-offending through employment, education and programmes" and STAJ forms an integral part of that goal.

STAJ provides an opportunity for local businesses to address skill shortages using a locally trained workforce to meet their business's needs. In addition to gaining access to this reliable workforce the business owner is also extracting a social dividend by training and assisting in an inmate's rehabilitation.

Inmates' sentences are planned and managed from the time that they enter the correctional facility. The sentence management plan takes into account information gained through physical, mental, criminogenic, education and work skills assessments to map the pathway for their sentence. This process is really the first step in the STAJ programme and puts the building blocks in place for eventual placement in paid employment.

Following on from the induction, Northern Territory Correctional Industries (NTCI) can



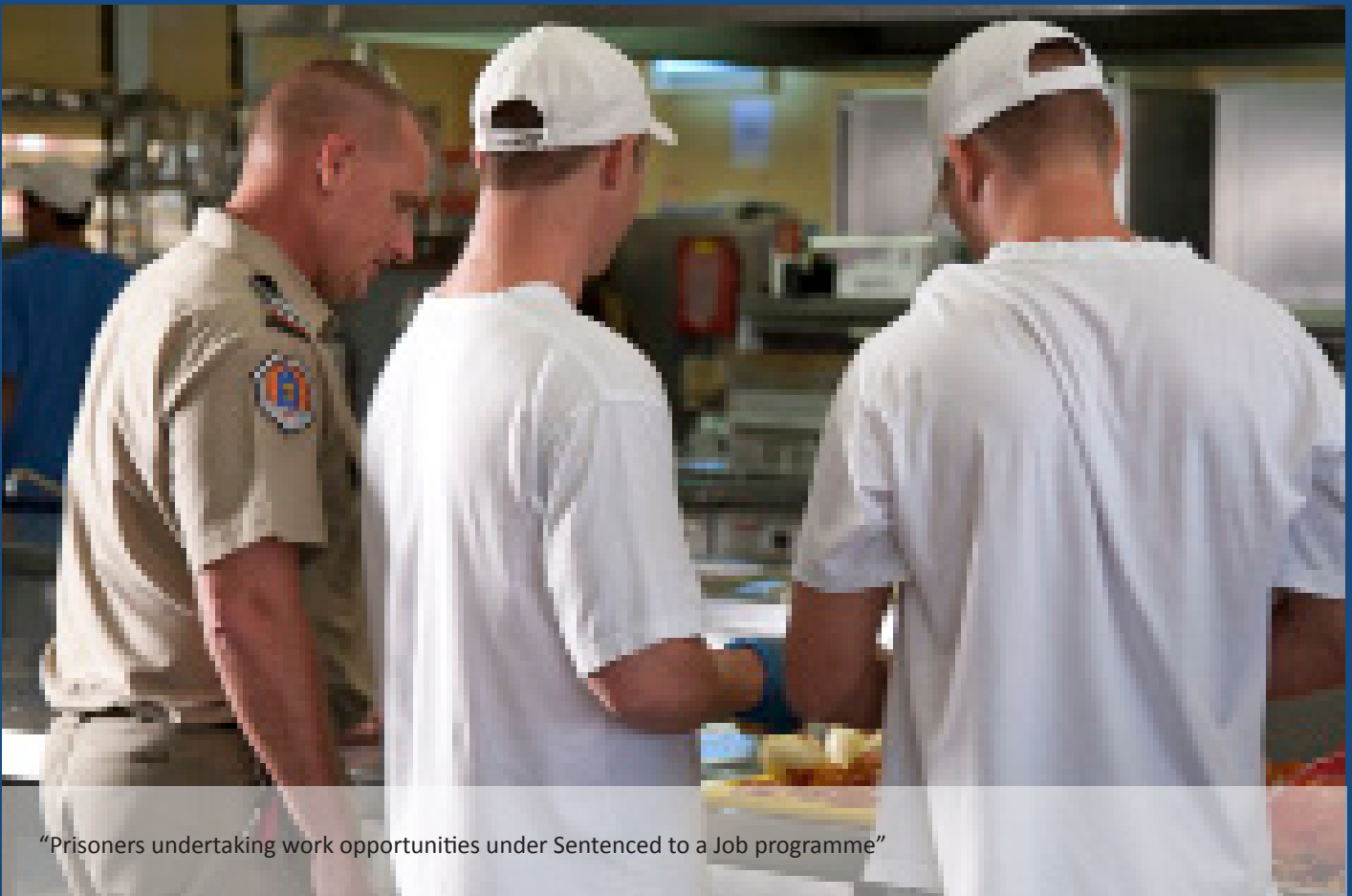
"Prisoners undertaking work opportunities under Sentenced to a Job program"

play its pivotal role in the process. Currently, NTCI is offering vocational training and employment within our correctional centres across a broad range of industries. These industries include but are not limited to, food services, horticulture, cabinet making, furniture manufacture, metal fabrication, laundry and facility services.

As part of the training provided by NTCI, the NT Department of Correctional Services (NTDCS) uses QuickSmart, a language, literacy and numeracy teaching package, which is a simple flash card based system designed to teach the brain to think and respond more automatically. QuickSmart has been successfully used in schools for some time and NTDCS is starting to see results within the correctional centres. Additionally, foundation trade skills and tactile learning methods are taught within the industrial areas which allow inmates to engage in hands-on learning.

NTCI provides the inmates with trade skills, knowledge and soft skills that can provide a pathway to paid employment outside of the correctional centre that will hopefully continue after sentence completion. It must be understood and appreciated that many of the inmates may have never worked full time, or accept working full time as being the norm, and that this is a big and potentially life-changing step for them.

Only open-rated inmates that are deemed to offer little or no risk to the community are eligible to participate in the programme. Once a potential employee has been identified as meeting the employer's needs, and the employer agrees to take on the inmate, a leave of absence is arranged for the inmate. Employment draws an offender into mainstream society and plays a very important role in establishing positive influences and relationships with a stable and supportive peer group in "real world" workplaces.



"Prisoners undertaking work opportunities under Sentenced to a Job programme"

Inmates employed under this programme are treated by the employer like any other employee and paid the award or “market” rate. Feedback to date is very encouraging from employers and they often say that the inmates are engaged and hard-working. Of course there are exceptions to every rule and rule breakers are sent back to the main prison with their security classifications and privileges downgraded.

All payments are made to inmates upon release, deducting the expenditure in canteen on approved purchases, board and lodging in correctional facility, 5% paid to NT victims of crime and tax.

Upon release, inmates may have a long term job, a substantial amount of money in the bank, soft skills and technical expertise acquired while engaged in STAJ. Research and preliminary

analysis of STAJ indicate that when an inmate combines vocational education and training linked to work opportunities and a job in the community, the likelihood of them returning to a correctional centre reduces dramatically.

Latest data has shown that the NT’s recidivism rate has dropped from above 50% for the general prison population to below 20% for the STAJ programme participants, a milestone indeed! This reduction if sustained will see significant cost savings and social benefits flow through the whole of the NT community.

Currently NTDCS has 60 prisoners engaged in outside employment. The Minister, Commissioner and all staff are committed to the success of the Sentenced to a Job programme and the NTDCS goal of reducing re-offending.





Smoking No Good Story

Contributed by Northern Territories Department of Corrective Services

On 1 July 2013 the Northern Territory Department of Correctional Services (NTDCS) placed a complete ban on the use of all tobacco products in its correctional centres and offices.

Australia's Northern Territory was the first jurisdiction in the country to introduce a complete smoking ban. The comprehensive approach, based on New Zealand's successful 2011 policy, included a significant lead-in time

to cultivate support among staff at all levels within NTDCS. It also included a culturally appropriate social marketing campaign to create awareness and support among inmates, their families and communities.

Initially a variety of staff were trained as QUIT educators and comprehensive quit support was provided, including Nicotine Replacement Therapy (NRT) and unrestricted access to Australian Government Quitline programme.

Smoking makes you sick

- Short breath
- Can't walk long way
- Baby sick if mother smokes
- Die young

Free call to Smoking Quitline dial 08080819, and you can see the Sport and Rec Officers or the Medical Centre, they can help you stop smoking and you will feel better

Smokes will not be provided on reception from **1 May 2013**

The last day you will be allowed to buy smokes is **18 June 2013**

Smokes will not be allowed at correctional centres from **1 July 2013.**

SMOKING NO GOOD STORY

Corrections will support you to stop smoking

You will not be able to smoke anywhere at the Correctional Centre from **1 July 2013.** You have to give up smokes.

NT Department of Correctional Services gratefully acknowledges Paula Harris for her original illustrations and Erik Thiel for the original concept for this brochure

As of 1 July 2013 all inmates who wanted to go on NRT patches were given free access to this on a 12 week reducing regimen. All inmates were offered QUIT groups where professional QUIT educators from non-governmental alcohol and drug agencies presented information about how to quit and manage the stress. Information about the NRT reduction programme was also shared.

Now that the bulk of inmates have been moved through the withdrawal programme, it is only those who are coming in through reception and are assessed as having a dependency on tobacco that are offered NRT – for a 6 week reducing program. There are still programs available in managing withdrawal and stress management.

The NTDCS Smoke Free Policy has always been different to other smoke free jurisdictions in that NTDCS used a more holistic approach referred to as the 'village approach'.

Cooperation was sought and developed beyond the prison service, with the regional tobacco workers based in community health services to provide education and support for on-going cessation to inmates and their families after release. Families visiting correctional centres were offered information about the policy, and provided with information about second-hand smoke. There are also plans underway to train some inmates as smoking cessation workers in their own communities upon release.

The NTDCS Smoke Free Policy has been in place for over six months now and there is evidence to suggest that the implementation of the policy has been broadly accepted by the inmate population. It is understood that there has been mixed success in the implementation of smoking bans in correctional facilities in other jurisdictions; however, the comprehensive approach taken by NTDCS may provide other jurisdictions with a model for future implementation of such policies.

What does smoking do to my body?



Stroke

Throat cancer

High blood pressure

Lung cancer

Stomach problems

Infertility (harder for people to have babies)

Less blood flow to legs gives you a greater chance of having a leg cut off

Heart disease

Sick lungs short wind

Sick kidneys

Cuts take a long time to get better

How do I stop smoking?

1. Set a day to stop smoking (you need to stop by by 1 July 2013)
2. Get your family to help you - they may even want to stop smoking too
3. Free call to Smoking Outline dial 08080810, and you can see a Sport and Rec Officer or the Medical Centre. They can give you patches to help you stop smoking



Things to do when you feel like having a smoke

Take deep breaths and relax



Drink water or tea



Do some training

One of the best ways to forget about smoking is to do training. Not only will you be healthier from giving up smoking, your



Steps In The Process

To commence the smoke free project, a clear policy framework was developed and reviewed and the necessary legislation was altered.

All staff and inmates were offered NRTs for a specified period of time, QUIT groups, access to QUITLINE and a variety of other supports.

The project was supported by a health promotion media campaign aimed at Indigenous people. There was further mainstream information designed for all other inmates and staff of corrections.

Australian Indigenous people use story telling as a way to record their lives – therefore a campaign was developed called “Smoking No Good Story”.

The broader community was informed about

the changes in correctional centres through a variety of advertising and radio broadcasts.

Remote Health Clinic staff in Aboriginal Controlled Health Clinics were bought on board to speak to the families of inmates about the change in the correctional centre environment and to encourage the families to think about their own smoking as a way of supporting their loved one.

The smoke free project is now moving onto another stage where the positive stories of inmates will be captured on a DVD – the media campaign will progress from “Smoking No Good Story” to “No Smoking Good Story” and it is important for NTDCS to start focusing on what is gained by smoking cessation, rather than what is lost.



“NTDCS staff and prisoners promoting the No Smoking Policy”



The Fiji Experience

Contributed by Fiji Corrections Services

Introduction

The promulgation of the new Fiji Corrections Service (FCS) Act 2006 practically formalised the shift in operational focus from containment and its punitive measures to corrections and rehabilitation. Previously, rehabilitation programmes were ad-hoc in nature and in all practical purposes could be considered “one size fits all” with religious programmes being primarily predominant. This was obvious as Fiji is predominantly a Christian nation.

Background

In 2008, a Senior Officer of the FCS undertook a programme of study with our Malaysian counterparts. In so doing, she was able to draw on the major pertinent areas of the Malaysian rehabilitation design for possible replication within Fiji. The following year, 2009, a group of FCS Senior Officers went for a two week study visit to Hong Kong Correctional Services Department to identify operational areas that could be emulated here locally. This finally culminated in Fiji’s four phase rehabilitation framework which ensures that all aspects of each phase could be implemented, given Fiji’s cultural and ethnic diversity.

The major challenge in this exercise was the mindset of the officers, who had previously trained and worked under the lock and key mentality. They were neither too eager nor ready

to make the transition towards rehabilitation in the operational aspects. They saw the introduction of rehabilitation as an extra task over and above the security measures they had zealously guarded and taken ownership of over the years.

The change in the name of the department from the Fiji Prisons and Corrections Service to the Fiji Corrections Service was the first major realisation of government’s intent to realign the operational focus of the department. The change in the Fiji Corrections Services Mission Statement to incorporate the transformation (steering) of those committed into our custody into responsible and law abiding citizens, at the end of their term, has cemented this shift mandated by the Act.

Since 2009 the Fiji Corrections Service has concertedly strived to better implement rehabilitation programmes to ensure compliance with the government’s mandates of reduced recidivism, escapes and complaints against the Fiji Corrections Service. Within a five year time frame from 2009 to 2014, all these parameters (Key Performance Indicators) needed to be halved from their initial baseline figures. Fiji has definitely, given all the above mandates, strived to meet all these, while operating in compliance with the UN Minimum Terms for the Treatment of Offenders.

Challenges With Programme Providers

The **major challenge** in working with programme providers is the proper assessment of inmates such that the real core issues that gave rise to their criminal behaviour is identified.

Once the core issues are assessed, the other **challenge** is to identify the programmes, whether cognitive or therapeutic, that could be used to fully and effectively address these issues.



Meeting with programme provider

“The major challenge in working with programme providers is the proper assessment of inmates such that the real core issues that gave rise to their criminal behavior is identified.”

On identification of the relevant treatment for specific issues, the next **challenge** is to identify the right providers who have the right training and experience to be able to conduct these. For a small country like Fiji, this is a major problem.

Another **challenge** faced with providers, is the lack of proper assessment tools on the effectiveness of their programmes. With a small staffing of just close to 700, the Fiji Corrections Service does not even have the capability and the capacity to assess the providers on their programmes. Fiji does not have well developed programmes on counseling, drug and substance abuse and behavioural enhancement.

Another **challenge** is in the slow transition in officers' mindset at the operational level. Their readiness to move inmates to the designated rehabilitation centres at the proper time is slowly improving. Their willingness to provide feedbacks on the effectiveness of the rehabilitation programmes from observed behavioral changes has been slow indeed. The institution of drastic measures on these officers has seen a dramatic turnaround in the acceptance of programmes and in the push to have more of these as they witness the profound change in inmates.



Challenges With Vendors

Most of our vendors are government departments who provide generic programmes when their own staff are available to carry this out. Due to the priorities of the other government departments, it is difficult to conduct these programmes at the

appropriate times for them to be effective. However, “Starting Your Own Business” courses for those ready for discharge have been successful in getting them ready for their release.



Virtues programme for sexual offence inmates

25 03 2013

Building Business Success

Challenges With Outsourced Partners

The **challenge** with “outsourced partners” is the Fiji Corrections Service lack of capacity and capability to assess the impact of their programmes. However, these partners provide life skills (particularly in technical trades) with certifications which are widely recognised academically. In the past, skill certificates provided by the Fiji Corrections Service such as carpentry, joinery, wet trades,

mechanical, fitting and turning were not recognised. Now with the association with local universities, inmates are leveled up to basic certificate levels (regionally recognized by major companies), while long termers could even proceed into diploma and degree levels whilst still serving their prison term. The cost though of these could be prohibitive.



Opportunities

While the challenges faced are real, they provide Fiji with major opportunities. The Fiji Corrections Service has recognised these areas of lack and has made concerted efforts to train and level up the staff to be able to carry out such tasks in future. Meanwhile, the Fiji Corrections Service has established operational linkages with other APCCA jurisdictions for attachments, study tours and consultations in these areas. The government, in recognition of this internal lack has given the Fiji Corrections Service the leeway to

head hunt for appropriately qualified and experienced practitioners to support our staff or to be part of our rehabilitation programmes.

Continuous quarterly assessments on our KPIs by the central agencies have forced the Fiji Corrections Service to be vigilant in the pursuit of its mandates and to ensure consistency in achieving its results and monitoring of our efforts. We believe that with our continued pursuit of excellence, these challenges will indeed provide major opportunities.



Working as One Rehab Team in Singapore

Contributed By Singapore Corporation of Rehabilitative Enterprises

Introduction

Ex-offenders often meet multiple issues and challenges in reintegrating back to society after their release from prisons. Without add these issues, it is likely that ex-offenders will re-offend and return to prisons. In the Singapore experience, key stakeholders came together since 2000 with a common purpose to improve the effectiveness and co-ordinate the rehabilitation efforts for ex-offenders.

In the early 1990s, the prisons in Singapore were over populated and new offenders were being admitted every day. Prison officers performed the role of custodians and their focus was on security and operations of prisons. There were few programmes and initiatives to help offenders prepare for life after release. Rehabilitation efforts in the aftercare were also conducted in isolation with minimum coordination with incare efforts. As such, there was a need to coordinate the efforts to provide a seamless “Throughcare” for rehabilitation and reintegration of ex-offenders back into society.

Formation of CARE Network

In 2000, the Community Action for the Rehabilitation of Ex-offenders Network (CARE Network) was set up with eight core member agencies – Ministry of Home Affairs (MHA), Ministry of Community Development, Youth

and Sports (MCYS) now known as Ministry of Social & Family Development (MSF), Singapore Prison Service (SPS), Singapore Corporation of Rehabilitative Enterprises (SCORE), Industrial Services & Cooperative Society Limited (ISCOS), National Council of Social Services (NCSS), Singapore Aftercare Association (SACA) and Singapore Anti-Narcotics Association (SANA).

The establishment of the CARE Network provided a formal structure for both key government and non-government agencies to address the reintegration of offenders in a holistic manner and engage the community in rehabilitation. Specifically, it seeks to:

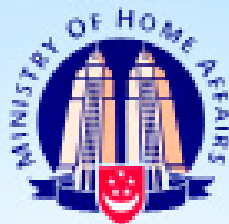
- Set strategic direction and guidelines for the comprehensive provision of aftercare support services for ex-offenders and their families;
- Prevent duplication by co-ordinating the efforts of the member organisations and external agencies to provide seamless transition between incare and aftercare;
- Raise the level of public awareness and concern about the needs or problems faced by ex-offenders and their families;
- Identify and recommend funding and support for appropriate CARE Network initiatives by aftercare agencies.

Creating Impact Together

Since its inception 14 years ago, a series of initiatives were launched by the CARE Network to foster closer working relationships and encourage collaborations between agencies, build capabilities of the rehab sector, and reach out to the community to support reintegration of ex-offenders.

Creating a Rehab Eco-system

Over the last 13 years, the network has grown into an eco-system with a network of 100 community agencies involved in offender-related rehab work. They are represented by Voluntary Welfare Organisations (VWOs), religious groups, grassroots organizations and key government agencies.



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The cultivation of the rehab eco-system was largely through the efforts of the CARE Network. The support from leading CARE Network agencies such as SPS, SCORE, and NCSS provided the necessary resources for VWOs to administer programmes and services and for the grassroots and religious organisations to mobilise volunteers. VWO members of the CARE Network who worked directly with offenders have the necessary ground knowledge and expertise. They provided feedback and research that help to surface service gaps. Collectively, the different CARE Network agencies with their strengths and resources help to synergise overall efforts and build a vibrant rehabilitation sector.

Strengthening Partnerships in the Network

To strengthen the partnerships amongst members of the CARE Network, a series of initiatives and platforms were created. In March 2001, the Case Management Framework (CMF) was introduced to ensure continuity in offender's rehabilitative process before and after he is released. The CMF seeks to assist direct releases by providing case management support for their reintegration in areas such as reconnecting them back to their families, financial assistance, employment, accommodation and other areas of needs. This service is administered by CARE Network members, SACA and SANA.

To provide the opportunity for agencies staff to interact and collaborate, the CARE Network Attachment Programme was started in 2011. Participants will undergo a two week programme to understand the work of the various agencies in the rehab sector. To further promote cross-agency learning and sharing of best practices, the CARE Network Learning Journey (CNLJ) was introduced concurrently.

Organised two to three times annually, this platform allows staff to exchange ideas and discuss issues on rehabilitation.

Capability Building

It is recognised that rehab workers in the community need to be updated regularly in evidence informed practices to help deliver quality programmes and services. In 2011, the CARE Network introduced evidence-informed frameworks and practices to professionalise the sector. These include the Risk Needs Responsivity Model, Good Lives Model, and Desistance Theory.

To further enhance capability building amongst rehab workers, the CARE Network will be developing a competency framework and training curriculum to enhance their practice skills.

Establishing a Network of Community Support

The CARE Network recognises that ex-offenders often live with the stigma of having served time behind bars upon their release from prison. This can often be more difficult than the prison sentence itself. Many ex-offenders, once released, find themselves literally stepping into a second prison of distrust and suspicion by society at large. In the absence of community intervention and support, there is a higher chance of re-offending, which leads back to a vicious cycle of re-offending.

In 2004, the Yellow Ribbon Project (YRP) Singapore was established as a community engagement campaign and catalyst to bring about societal acceptance for ex-offenders and their families. The YRP aims to provide a concerted and coordinated approach to create **Awareness**, generate **Acceptance**

and inspire **Action** within the community to support the rehabilitation and reintegration of ex-offenders.

The inspiration behind YRP was taken from the 70s hit song, "Tie a yellow ribbon round the Ole Oak Tree".

"I'm really still in prison and my love, She holds the key, a simple yellow ribbon's what I need to set me free..."

The community engagement and public education of YRP leverages on publicity efforts and media relations to spread the message of giving second chances and removing the stigmatisation of ex-offenders. Publicity efforts include a media and advertising campaign during the Yellow Ribbon month in September executed through different forms of media e.g. Television and newspaper advertisements. Human interest stories of reformed ex-

offenders were provided to the local media to educate the public on the struggles and challenges of their reintegration journey. These stories also showcased the generosity of people and organisations that have stepped forward and offered a helping hand.

Complementing the media engagement, the YRP organises a series of outreach events and activities annually that encourages mass public's participation. These include Yellow Ribbon Concerts, Walks, Rehabilitation fair, Community Art Exhibitions, and also Prison Runs. Through such outreach, the CARE Network team is able to interact with members of the public to encourage offering of employment for ex-offenders, signing up as volunteers and harnessing other forms of public support.

Inmates and ex-offenders were also engaged to be part of the Yellow Ribbon Project through participating in the Yellow Ribbon Poetry, Songwriting, Art and also Culinary Competitions. These events organised under



the Yellow Ribbon Creative Festival allow participants to discover their hidden talents and also express their aspirations for the future and hopes for their families.

In addition, as part of its efforts to source for funding of programmes and services, CARE Network launched the Yellow Ribbon Fund (YRF) in 2004. YRF is the first national charitable fund devoted entirely towards the development and implementation of rehabilitation and reintegration programmes and services for ex-offenders and their families. Registered under Singapore National Council of Social Service, YRF was granted Institute of Public Character (IPC) status from 1 August 2004. The YRF funds programmes such as residential support, rehabilitation, family programmes, training / education and financial assistance.

The Way Forward

The CARE Network understands that it will always have to contend with finite resources in meeting an ever-increasing need for greater effectiveness in dealing with offenders' rehabilitation. With a challenging profile of hard core drug offenders with multiple incarcerations that will be releasing in the next few years there is now an even greater need to work with partners as "One Rehab Team" to facilitate a seamless re-entry of offenders into the community. As quoted by Mr Soh Wai Wah, Director of Prisons "The concept of Throughcare is that we must begin with the end state in mind" and the end state is that ex-offenders will reintegrate back into society and not return to prison.



Yellow Ribbon Run 2013



To achieve the goal of successful rehabilitation and reintegration of offenders, government agencies need to work with key stakeholders. It needs to tap on the expertise of community agencies, private sector organisations, and the public at large. The success of CARE Network and its initiatives can be attributed to a supportive pool of stakeholders, who are passionate about working together towards a common cause of helping ex-offenders

reintegrate back into the society.

In collaborating together as One Rehab Team, it opens the door to endless opportunities for ex-offenders who want to take charge of their own lives and turn over a new leaf. This ideal is best summed up by Prime Minister of Singapore, Mr Lee Hsien Loong, who said at the Yellow Ribbon Walk 2007:

"If you made a mistake, then there has to be a punishment. But if you have taken the punishments, corrected yourself, made good and come back into the right path, if you make the effort, we will give you a Second Chance. Seize the opportunity....."



M U L T I M E D I A H U B
Tanah Merah Prison
Singapore



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Special thanks to the inmates at MMH for their dedication
and commitment in the design and layout of this newsletter.



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