



# *Celebrating* A Legacy of Shepherding

Touching lives, building hope.

MARYMOUNT CENTRE

ANNUAL REPORT 2019

SHEPHERD PROVINCE OFFICE  
SHEPHERD CONVENT  
SHEPHERD OASIS

MARYMOUNT CENTRE  
MARYMOUNT KINDERGARTEN  
AHUVA GOOD SHEPHERD

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## ABOUT US

### OUR OBJECTIVE

Marymount Centre reaches out to vulnerable women and children through three 24-hour residential homes for children, namely Ahuva Good Shepherd - Children's Home, Ahuva Good Shepherd - Interim Placement and Assessment Centre, Ahuva Good Shepherd - Small Group Care; Good Shepherd Centre, which is a 24-hour crisis shelter for abused women and their children, and a school-based student care centre, Good Shepherd Student Care.

We are committed in our mission to reach out with compassion and respect to women and children who are experiencing injustices or problems that are too heavy to face alone. We will journey with them in the healing of their personhood and empower them to rebuild their lives, so that they can restore their sense of dignity and worth.

### OUR VISION AND MISSION

Marymount Centre's vision can be expressed as: "Touching Lives, Building Hope".

The mission of Marymount Centre is to:



EMPOWER LIVES



RESTORE RIGHTS



UPHOLD DIGNITY

### OUR CORE VALUES



COMPASSION



INTEGRITY



EMPOWERMENT



PROFESSIONALISM



TEAMWORK



RESPECT



ZEAL

## OVERVIEW OF MARYMOUNT CENTRE

Marymount Centre was registered under the Charities Act on 09 May 1984. On 20 January 2014, Marymount Centre was registered as a Company Limited by Guarantee and obtained Charity and Institute of Public Character (IPC) status on 01 October 2015. By a special resolution Marymount Centre Limited changed its name to Marymount Centre on 30 November 2015. Marymount Centre manages the social services under Ahuva Good Shepherd - Children's Home, Ahuva Good Shepherd - Interim Placement and Assessment Centre, Ahuva Good Shepherd - Small Group Care, Good Shepherd Centre, and Good Shepherd Student Care.

<b>Unique Entity Number (UEN)</b>	201402049Z
<b>Registered Address</b>	10 Collyer Quay #10-01 Ocean Financial Centre Singapore 049315
<b>Mailing Address</b>	Good Shepherd Place 9 Lorong 8 Toa Payoh, Singapore 319253
<b>Banker</b>	Development Bank of Singapore
<b>Auditors</b>	Singapore Assurance PAC
<b>Website</b>	<a href="http://www.marymountctr.org.sg">www.marymountctr.org.sg</a>

## THE YEAR AHEAD

### Fundraising

For 2020, our fundraising plan is to build on existing individual and corporate donor relationships, as well as seek new partnerships. We will continue to run online campaigns to expand our donor base.

### Future Plans and Commitments

Marymount Centre plans to develop our services to vulnerable women and children by: -

1. Strengthening staff capability through skills and personal development.
2. Upgrading productivity through digitalization, and keeping abreast of technological advancement.
3. Providing in-depth professional therapies for the abused women and children in our care and shelter.

## GOVERNANCE

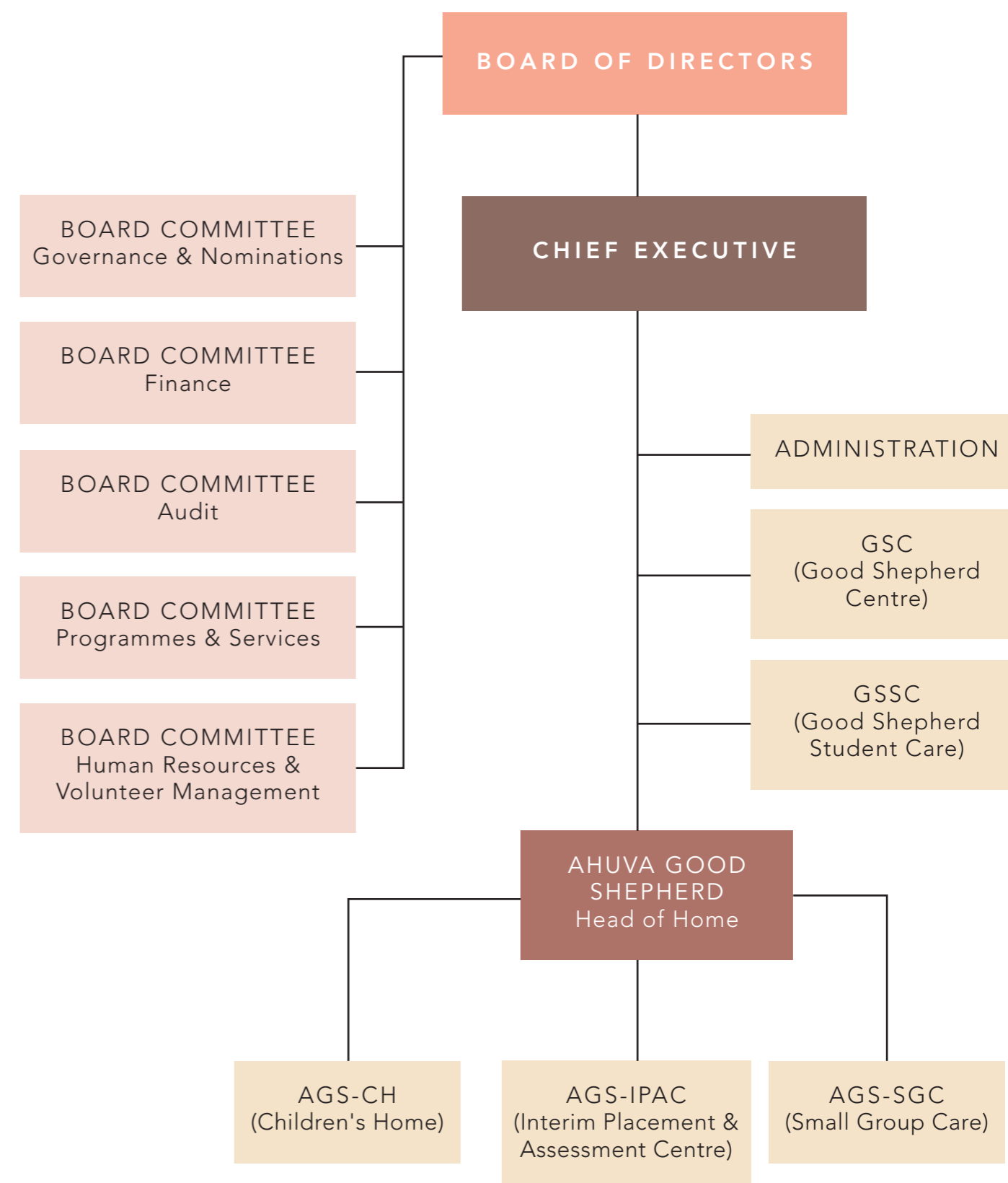
### BOARD OF DIRECTORS (2019)

NAME	TITLE	APPOINTMENT DATE	OCCUPATION
Jane Marie Ng Yin Gek	Chairperson	11/05/15	Director
Quek Toi Wee	Hon. Treasurer	01/01/19	Retired
Tang Edmund Koon Kay	Director	20/01/14	Director
Jonafah Lawrence Lopez	Director	20/01/14	Sister Provincial
Joycelyn Ong Yueh Ling	Director	30/09/16	Executive Director
Ho Teik Tiong	Director	30/09/16	Partner
Woo Mei Lin Jacqueline	Director	01/01/18	Managing Director
Yap Lian Hiang Vivien	Director	01/01/19	Senior Psychologist
Liew Nyuk Yen	Director	01/01/19	Chief Executive
Siew Hui Zhen Natalie	Director	01/01/19	Senior Vice President
Winnie Foo	Director	01/07/19	Doctor

### EXECUTIVE MANAGEMENT TEAM (2019)

NAME	APPOINTMENT
Liew Nyuk Yen (Appointed on 30 March 2015)	Chief Executive
Betty Lim	Head of Home
Jessica Koh	Principal Case Manager
Agnes Tan	Residential Manager
Sr Agnes-Claire Koh	Residential Manager
Chang Lu Lu	Centre Manager
Casmine Yeo	Assistant Residential Manager
Joseph Lee	Operations Manager
Martha Teo	Community Partnership Manager
Irene Ho	Administrator

## ORGANISATION CHART



Role of the Board of Directors

The Board's role is to provide strategic direction and oversight of Marymount Centre's programmes and objectives and to steer the charity towards fulfilling its vision and mission through good governance.

Board Meetings and Attendance

A total of four Board meetings and one AGM were held during the financial year. The following sets out the individual Board member's attendance at the meetings:

NAME OF BOARD MEMBERS	ATTENDANCE
Jane Marie Ng Yin Gek	4/4
Quek Toi Wee	4/4
Tang Edmund Koon Kay	4/4
Jonafah Lawrence Lopez	3/4
Joycelyn Ong Yueh Ling	3/4
Ho Teik Tiong	3/4
Woo Mei Lin Jacqueline	3/4
Yap Lian Hiang Vivien	4/4
Liew Nyuk Yen	4/4
Siew Hui Zhen Natalie	4/4
Winnie Foo	1/2

Disclosure of remuneration and benefits received by Board members

None of the directors received any remuneration or benefits.

Total annual remuneration of top 3 paid staff receiving in excess of S\$100,000

Two paid staff received a total annual remuneration in the band of S\$100,000 – S\$199,999. One person is a member of the Board of Directors.

Related paid staff receiving remuneration in excess of S\$50,000

There were no related paid staff receiving remuneration in excess of S\$50,000.

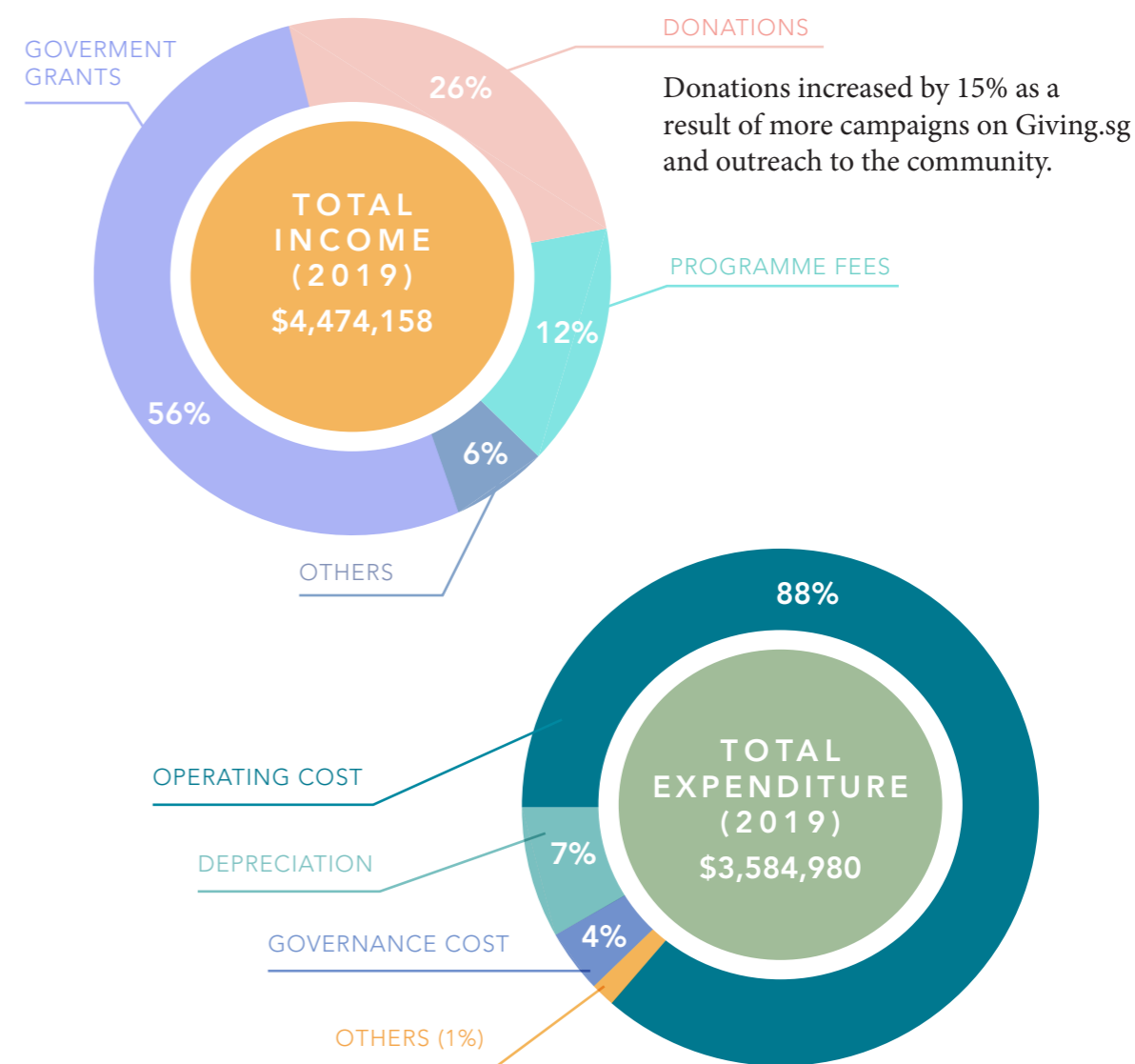
Conflicts of Interest Policy

Marymount Centre has a Conflicts of Interest Policy and operating procedures to avoid and manage situations of actual or perceived conflicts of interest. Board members, management, staff and volunteers are required to submit a declaration of any interests, relationships or holdings that could potentially result in a conflict of interest upon appointment/commencement and annually thereafter. In the event of a conflict, the conflicted person must make full disclosure and not participate in any discussion or decision on the matter.

Whistle-blowing policy

Marymount Centre has implemented a whistle-blowing policy. Any person can report in confidence to the Chairperson of the Board of Directors (or to the Chairperson of the Audit Committee) any misconduct or wrong-doing by any director, staff member, volunteer or other person connected to Marymount Centre. Each report will be dealt with in accordance with a well-defined protocol.

**FINANCIAL HIGHLIGHTS**



The full financial statements are available on our website: [www.marymountctr.org.sg](http://www.marymountctr.org.sg)

Funding Sources and Reserves

Our social services receive funding from the Ministry of Social and Family Development (MSF), Good Shepherd Kindergartens and public donations. For their stay in our residential services, residents pay nominal fees, which are based on their family background and ability to pay.

The goal is to maintain our reserve funds, at 2 years of overall operational expenditure, to ensure sustainability to fulfil our obligations and mission. The Board of Directors regularly reviews the financial status of Marymount Centre.

## OUR SERVICES



### GOOD SHEPHERD STUDENT CARE

Started in 1982, Good Shepherd Student Care (GSSC) provides after-school care for students of Marymount Convent School while their parents are at work. Some students are from vulnerable families, such as single-parent and low-income households.

GSSC maintains a holistic and formative environment for the child's development which aims to: -

- inculcate respect, love and tolerance in the child towards self and others
- build emotional resilience in the child to face future challenges, and
- instill self-acceptance and understanding towards oneself.

In 2019, GSSC served 183 students; as at 31 December 2019, there were 145 students.



### GOOD SHEPHERD CENTRE

Good Shepherd Centre (GSC) was set up in 1986 to provide a safe place for women and their children who were experiencing family violence, and other women who had insurmountable difficulties in their lives.

Currently GSC offers abused women and their children a peaceful sanctuary to work through their crisis and trauma. The centre provides a wide range of programmes to support them in their healing, and regaining their dignity. We empower them to tap on their inner strength and resources to rebuild their lives and create a future for themselves. Some of the programmes and activities are run by staff, while others are conducted with the help of volunteers or in partnership with sponsors.

GSC is appointed by the authorities to provide victim care for women who have been trafficked into Singapore.

In 2019, GSC served 106 clients; as at 31 Dec 2019, there were 23 residents.



### AHUVA GOOD SHEPHERD - CHILDREN'S HOME

Set up in 2006, Ahuva Good Shepherd - Children's Home (CH) provides a safe and nurturing residential environment for girls, aged 4 to 18. They had experienced challenges in their families, like financial difficulties, divorce, family violence, abuse and parents' incarceration.

In 2019, CH served 18 clients; as at 31 Dec 2019, there were 15 residents.

### AHUVA GOOD SHEPHERD - INTERIM PLACEMENT AND ASSESSMENT CENTRE

Ahuva Good Shepherd - Interim Placement and Assessment Centre (IPAC) opened in June 2015. Most of the children, ranging from 4 to 12 years old, experienced some form of abuse, often in their family homes. IPAC provides a safe place for the children while investigations and assessments take place, paving the way for their long-term care arrangements. A typical length of stay is 30 days.

In 2019, IPAC served 112 clients; as at 31 December 2019, there were 12 residents.

### AHUVA GOOD SHEPHERD - SMALL GROUP CARE

Since June 2017, Ahuva Good Shepherd - Small Group Care (SGC) has been providing care and a safe place for girls aged between 7 and 12 years, assessed by the Ministry of Social and Family Development (MSF) to have moderate to high needs, stemming from abuse. The usual length of stay is up to 18 months.

In 2019, SGC served 15 clients; as at 31 December 2019, there were 9 residents.

## Celebrating A Legacy Of Shepherding; Touching Lives, Building Hope

What can I say in one page that is worthy of a legacy that goes back 80 years in Singapore and 190 years since the first shelter was established in Angers, France in 1829?

*This legacy that we celebrate has shaped us through the years in the way we love and care for the vulnerable and marginalized. It inspires and empowers us to touch the lives of many in a positive way and to build hope in those whose life experiences spiralled them towards sadness and depression.*

Whether we look back at 2019, or over the last 80 years, or all the way back to the time of our Foundress, Saint Mary Euphrasia, even though times have changed and the needs of today's society are different, Saint Mary Euphrasia's words echo true: "just love", "go out and do something good", "be a light in someone's day".

The living stories within these pages are a powerful witness to Marymount Centre's fidelity in continuing the legacy of shepherding, to love, to do good and to light up the days of those who lived in the dark.

If success is measured in smiles and happy faces, then 2019 would stand out as a shining beacon. Volunteers and visitors alike gave feedback that our children are very happy, and that they feel safe and very much at home in Marymount Centre. Their smiles, healing, growth and development is our joy and inspiration. Our pool of donors and volunteers grew significantly in 2019 and together with the diligence, teamwork and professionalism of all the staff, including the Chief Executive, Sr Cecilia Liew, our legacy of care and compassion for our women and children lives on. My heartfelt thanks to all as well as to the Ministry of Social and Family Development for their support throughout the year!

At a meeting in July 2019, the Board of Directors agreed that it was also important to "shepherd" our staff and decided to do something good for them. The Board of Directors organized and hosted the year-end Thanksgiving celebrations for the staff, and found that in giving, we received joy and love in measures that overflowed.

2019 was the first time that the Board of Directors consciously focused on fundraising. I am humbled by each of the directors whose individual efforts at fundraising were infused with enthusiasm and love for our cause. The collective effort of all, underpinned by the impressive output of Toi Wee and her team in the Fundraising Committee, caused us to far exceed our modest target. A very fine spot to be in!

In conclusion, I am delighted to celebrate our legacy by sharing it with you in this annual report. My Board and I warmly welcome more volunteers, donors and benefactors to join us in our shepherding journey and to lay the groundwork for others to continue the legacy of touching lives and building hope. May your heart be moved to join us or support us in kind!

**Jane Marie Ng**  
Chairperson  
Marymount Centre



# Andy's Little Steps

By Kyra



All the children were out having their weekly music programme and there was a moment of serenity in the air that pacified the initial collywobbles that was felt upon receiving the news that we would soon be welcoming four new children to Ahuva Good Shepherd - Interim Placement and Assessment Centre (IPAC). A little but powerful "Hello?" coming from the main entrance smashed the tranquillity. Andy\*, 3 arrived with his three older siblings. During his 6-month stay in IPAC which normally provides shelter for up to six weeks, Andy's endearing voice echoed throughout the home. He was a sprightly ball of energy from the moment he tumbled through our doors, running around to explore every nook and cranny.

Andy had not reached the typical milestones of a three-year-old in terms of speech. His responses and requests came mostly in the form of singular mispronounced words that we eventually became accustomed to. But this was not without numerous meltdowns fuelled by his inability to express himself. Little Andy had a strong sense of his likes and dislikes so it was often a predicament to get him to come to terms with disappointments or to apologize for screaming or hitting someone who had displeased him.

One of the challenges was trying to toilet train him. When we asked Andy to go to the washroom for a diaper change, he would repeatedly wail, "Don't want!" It was a tiresome routine because there would often be other matters brewing amongst the other children at the same time. However, the team continued to make this a routine and although there were still times when Andy was disagreeable, he eventually began to act out less and even apologized to the staff when he did make a fuss by briefly patting the staff and saying "Sowwy (Sorry)." This handsome little boy could melt hearts!

Setting boundaries for Andy and taking time to patiently process situations with him were some of the things that gradually helped Andy to develop a sense of autonomy and build better social and emotional skills. IPAC was a safe place for Andy to make mistakes and learn how to express himself in an appropriate manner. As children stay for very short periods in the interim centre, the staff team works towards settling them down and helping them

\* Not his real name



Andy fully engaged in a music programme

to build trusting relationships with others while developing self-confidence and a sense of purpose. We let them know that expressing themselves in less than ideal ways does not equate to angry responses or rejection from us, their caregivers.

*When children leave us, we hope that they are more confident, seeing themselves as strong, capable individuals with skills that they need to face the daily struggles that life brings. We want them to leave with a strong sense of purpose and more importantly, that they matter and they are loved.*

By the time Andy left for his new foster placement, we were cheered to see a little person walking around more confidently than when he first arrived. He had acquired a wider range of vocabulary and spoke with greater clarity. He was more considerate of those around him and was respectful in his manners. While we are proud of his achievements, we are also humbled to have taken the little steps with Andy. We are guided by the words of St Mary Euphrasia, "Do everything as far as possible through love, and you will see what great things you will be able to effect." We believe that Andy will continue to hit many other milestones with the love and guidance in his new home.

# Light in the Night

By Casmine

Night staff are key members of the care team of Ahuva Good Shepherd - Interim Placement and Assessment Centre (IPAC), however they are easily overlooked because of their graveyard shifts. They are our quiet heroes, ensuring that the premises are kept clean so that our children stay happy and healthy.

*Many children come to IPAC struggling with trauma, which often surfaces during bedtime. Some are unable to fall asleep while others are shaken out of their sleep by nightmares. Our night staff stay by their sides, patiently and lovingly soothing and comforting them back to sleep.*

Ruth, affectionately known as Aunty Ruth by staff and children has been a night staff with the IPAC team for over a year. Well loved by all our residents as a sweet grandmotherly figure among the staff, her name often stands out in the children's handwritten thank you cards when they leave IPAC.

Asked about her most memorable time with a child, Ruth recalls Tara (not her real name) who, with many behavioural issues, kept the day staff on edge every single day of her stay in IPAC. However, Tara responded differently to Ruth. She had trouble sleeping, and liked Ruth to sit by her bedside. Sometimes Ruth would say a prayer with Tara, which helped calm her down enough to drift off to sleep. Tara is no longer a resident of IPAC but sometimes shares a morning ride to



Aunty Ruth in her signature elephant T-shirt

school with our current residents. Ruth feels special joy when Tara calls out to her on such mornings.

Ruth also speaks fondly about one of IPAC's youngest and most mischievous children, Ajay (not his real name). It brought her deep fulfilment to see him learn new things and progress day by day. Once a demanding child who threw daily tantrums for milk, Ajay learnt to listen and speak better by the time he left. It heartens Ruth to have played a part in his development and growth at IPAC.

Ruth's heart is always with the children. She feels sorry for what they have been through at such a tender age, and wants to do what she can to help them during what must be a very difficult time in their lives. Her favourite time of the work shift is the morning, when she wakes the children up and prepares them for school. "This is the time I get to bond with the children," she shares cheerily.

My team in IPAC is very grateful to our colleagues who do the night shifts which often take a toll on their health. When I conveyed our heartfelt appreciation to Ruth, a soft smile spreads across her face. She said simply, "Mine is a good job. It may be a quiet role but it is an important one." I am reminded of what our Foundress said. "Perhaps those who have the lowliest work may be the ones who, by their good desires, effect positive change in others." We salute Ruth and our night colleagues, each a light in the night!



## TURF CLUB SPORTS PROGRAMME BY YEN'S VOLUNTEERS

Rough-and-tumble play is something that all children look forward to. It not only helps them to shake off the stress of school and daily living but acts as an avenue to help children learn about self-control, compassion, boundaries and to find out more about themselves. Organised by one of our valued volunteers, the children had the opportunity to complete various outdoor obstacle courses at Turf Club. They climbed, crawled and ran. They slid down make-shift slides into mud pits and had the most fun doing it. Their squeals of delight and hearty laughter filled the air. The children brought back muddy shoes and newly forged camaraderie that they would remember for years to come.

## NEWTON SHOW BY MS MILANIE

The Newton Show was brought to us by one of our generous sponsor-volunteers, Ms Milanie. Incorporating the teaching of science concepts through fun and child-friendly experiments, the very animated and likeable host instantly captured both the attention and hearts of our residents. The hands-on approach to the entire programme excited the children, and each experiment was well-received, with many little hands waving in the air every time our host needed volunteers. At the end of the programme, the children were able to not only take away an enjoyable afternoon's worth of memories, but also valuable learnings. It is our hope that such programmes pique the children's interest in science and go on to benefit them in their studies.



# My Caregiving Journey

By Vanessa Orlati

***“How do shepherds act? They forget themselves; endure hunger, thirst, fatigue and labour. They do not count the cost.”***

*St Mary Euphrasia*

As I reflect on my last two years as a Social Service Associate in Marymount Centre, I realise that no amount of reading and learning from books could have mentally prepared me for this journey.

*I started my work in Interim Placement and Assessment Centre (IPAC) where children came because of possible abuse or neglect in their homes, and sometimes when foster care has broken down. I am always amazed at the spark of resilience in every child despite the hardship and fear they faced. They never fail to show their appreciation for the little things they enjoy, such as their favourite food, song or activity.*

Besides our daily interactions with the children, it is also staff's responsibility to render psychological first aid and manage inappropriate emotional outbursts and behaviours, such as biting, kicking, pulling of hair, scratching and throwing of furniture. In spite of these challenges, I grew fond of the children. I wanted to form meaningful relationships with them and make a lasting impact on them. However, it was difficult because their stays are relatively short, ranging from a few days to a few weeks.

So, when an opportunity came up to transfer to Ahuva Good Shepherd - Small Group Care (SGC), I felt ready to undertake a new set of challenges. Residents of SGC usually experienced trauma, and stay up to 18 months to undergo longer term treatment plans. Having had an uneventful childhood, I was suddenly struck with fear and anxiety before my first day of work at SGC. Thus, I was pleasantly surprised to find that none of the children had fangs or devil horns! Much to my relief, the children swarmed to me like bees to honey. As most curious children do, they began to ask me questions like, “Where are you from?”, “Why are you so tall?”



Perhaps that lulled me into complacency. So, when a child shouted profanity at me, threw her school bag on the floor and refused to cooperate, I was shocked. I not only felt emotionally hurt but guilty, thinking of what I had done to trigger her reaction. I felt helpless. When I shared the incident and my feelings with my colleague, she smiled and said, “Welcome to SGC”. When she shared with me her challenges, personal difficulties and emotions while working in SGC I felt I was not alone and that we were all in the same boat! I learnt not to take negative remarks personally and to be kinder to myself. I discovered the meaning of shepherding.

Through these challenging experiences I grew closer to my colleagues. The team bonded like a family, each pitching in to care for the children, always mindful of their divergent needs. It's almost cliché to hear that “it takes a village to raise a child”, however

I have experienced it over and over again at SGC. Encouragement from my colleagues like, “Are you okay?”, “You did well, don't be too hard on yourself” and “The team is too stressed, let's go for a rest and relax!” goes a long way in showing support. As caregivers, we tend to forget the importance of self-care. As a team we look out for one another and prop each other up in difficult times.

I will be honest and say that caring for children from difficult family backgrounds and challenging behaviours is not easy at all. However, with supportive team-mates, self-reflection, self-care and witnessing the healing and positive development in the children it is certainly a rewarding and worthwhile journey. I am sure it will spur us on as a team to continue to give our best to the children who need a safe place to grow and transform.

# Rainbow After Stormy Day

By Jolene Ang LiQi

Being given the opportunity to work in Marymount Centre was something that brought upon much excitement and anticipation for me. Little did I know that I was wildly unprepared for the challenges that were to come.

After my first work shift, tears welled up when I reflected on the day. I was overwhelmed by the dynamics of the children, coupled with the helplessness of not knowing what to do. It was a culture shock for me. However, I resolved to persevere, not just to seek growth for myself but also because I saw the value in this work.

Working at Ahuva Good Shepherd - Small Group Care (SGC) has given me many practical insights and knowledge, particularly in areas relating to children. There are many highs and lows, successes and failures. One never has a dull moment working in SGC. One does not know what each day brings. Yet, I would not trade the relationships I have built with the children and my colleagues for anything in the world.

There are days that come like a storm or even hurricane, testing my perseverance and patience. There are days like sunshine, bringing much warmth, joy and love. It heartens me whenever I see positive changes and growth in the children, sometimes so tiny it can be easily overlooked. I realise that I have learnt and grown in some ways too.

I recall an incident where a child was unhappy about my reminders to her to do things and corrections of her behaviour along the way. She threw tantrums in retaliation, and spurned my efforts to explain my intentions. I decided to apologise unreservedly to her for my actions, and assured her of my love for her. She did not respond immediately; however, she came to me before my shift ended. In tears, she apologised to me, and asked in disbelief, "Why do you need to apologise when you did not do anything wrong?" In reply, I gave her a quick hug.

*The amazing thing about children is that they can truly tell if people are treating them with genuine care and love or not. It is easy to just look at the superficial behaviour of the child and jump to a conclusion, but I have learnt to be mindful to identify what is going on in the inner child and her prevailing feeling.*

It is also heartening to see how the team in SGC works together, like iron sharpens iron, uncovering each other's blind spots, encouraging, correcting and building one another up. The challenging times when we face difficult situations or having to make difficult choices together, or when we became the verbal and emotional punching bags for the children, become worthwhile when we realise that the rainbow comes after a storm. The promise of hope and a better future. It is also in these times when we really appreciate the "better" days. SGC is the place where I learnt lessons no course of studies could ever teach or fully prepare me for.

It is truly a privilege to be able to journey with the children. They taught me to live life simply, enjoying one moment to another. I have learnt to appreciate small things like the food we share, the games we play together and the laughter and tears as well. As Mother Foundress said, "Great works rise in the midst of all sorts of trials and labours."



## VISITS TO CHANGI AIRPORT

Staff and volunteers brought the residents to visit the newly opened Jewel Changi Airport on different occasions. They marveled at the spectacular Rain Vortex waterfall and the metallic Kinetic Rain at Terminal 1. The girls also enjoyed playing at the indoor playground in Terminal 3 and had their favourite McDonald's lunch. Hopping from one terminal to another was enjoyable as it was all air-conditioned. While viewing the various aeroplanes taking off, landing or taxiing, one of our residents wondered aloud which flight her mother would be taking back home and when would she see her again.

## CHILDREN'S BIENNALE PROGRAMME @ NATIONAL GALLERY

During the June school holidays a group of volunteers brought the residents to the National Gallery as part of the Children's Biennale Programme. They had a guided tour before exploring the various sections in the Gallery including drawing, dancing, reading and admiring the various art installations.



## CHILDREN'S FESTIVAL @ GARDENS BY THE BAY

The residents were invited to the Children's Festival at Gardens by the Bay. They had snacks before exploring the place and played some interesting games. They also had a chance to meet their favourite characters from Toy Story. It was a hot day, so the air-conditioned Flower Dome offered a cool respite after the sweaty outdoor games.



### Our Residents Say....

# Becoming a Champion

By Minnie\*

Before I came to stay in Ahuva Good Shepherd - Children's Home (CH), I was not a hardworking student and my grades were not good. I lacked confidence in many areas, especially in sports.

When I was in P5, I decided to work hard and sought help from my school teachers and tutors in CH. It paid off; I received my first school award. Although I continued to work hard, I only passed two subjects in term 1 in P6. I was disappointed and stressed throughout the year. However, I did not give up but continued to persevere. I managed to pass all subjects for PSLE. In fact, I came in top of my class. I felt so satisfied when I saw my results!



Another area that I improved in since joining CH was swimming. At first, I was so afraid that I would drown in the deep pool.

*After a few lessons organized by CH, I gained confidence and felt that I could become a better swimmer just like my friends. I tried not to take too many breaks and focused on the lessons. Gradually, I became quite good and coach gave me a nickname 'Champion'. When I heard that, I felt so happy and proud of myself.*

I am glad that I have achieved so much during my stay in CH. I am now more confident, and able to form relationships with others. I feel that I am a changed person!

# Dancing BIG SISTER

By Juvena\*

When I arrived in Ahuva Good Shepherd - Children's Home (CH) two years ago, I was struggling with school and my anger. With the help of supportive care staff and social workers in CH, I have improved a lot in education and character. Without them I would not be where I am today, without their constant love, care and trust in me I would not have made it so far.

Since I do not go for home leave, I am like a big sister in CH. I enjoy music, dancing and sports so I encourage the younger kids to join me. Dancing helps me relieve my stress. About a year ago, I had a terrible day at school and was triggered by some of the younger girls. I kicked hard at the wall, and immediately regretted my action. Instead of punishing me for my bad behaviour, staff helped me to reflect on my action and taught me to regulate my emotions through music.

*CH also exposed me to a different side of the world. I learnt that although we have family problems that caused us to be here, we can change the path we take. During my stay in CH, I have gotten a lot of awards in education and bursaries, which really motivates me to do better. I have to thank staff and tutors who patiently guide me. I try to be a pillar of support for the younger ones, encouraging them and helping out with their school work. I have learnt values like self-discipline, gratitude and caring for others, which I know are useful for my journey in life.*

\* Not her real name



## ZOO STEAM WORKSHOP BY SENIOR EDUCATION EXECUTIVES OF SINGAPORE ZOO

The programme teaches the children to see beyond cute in animals, to insects and reptiles who may have dubious reputation. They learnt that the animals are very sensitive to humans and their surroundings. The children could identify with the need to handle the animals with love and care. They had close-up encounters with the bearded dragon and a ball python which some were initially afraid of. Over time, they overcame their fear and even reached out to touch them.



## KIDS PROJECT BY SOCIETY OF ST VINCENT DE PAUL (SSVP), ST IGNATIUS CONFERENCE

Young adult members of SSVP, St Ignatius Conference have been faithfully volunteering with us since 2014, bringing the children for excursions, upgrading their skills and exposing them to new and interesting experiences, such as sneaker decoration, muay thai and visits to elderly homes.

## GUIDING LIGHT BY FACEBOOK

Facebook formed a team to create the Guiding Light programme specially for our residents, aged 12-15 years. Through tailor-made sessions, the children confront their emotions, some of which they struggle with, and are guided to manage them with confidence. Besides learning time management, goal setting and public speaking, the children had sneak previews of some jobs at a career fair. They were inspired by a businessman, a former troubled youth who spent time in a juvenile residential home. The girls impressed the volunteers with their enthusiasm and questions.



## GSSC Girls Say...

### OUTINGS

I enjoy student care because GSSC teachers guide me in my homework. I do not need to worry about homework when I go home. I enjoy school holidays because I can go to different places and have fun. I like the Jurong Lake Gardens excursion because the pool there is beautiful. I like outdoor play the most because it helps to keep me active.

Shi Ying



### GREENFINGERS

The first time I tried gardening, I was very nervous because I didn't know anything about gardening. After a while, my interest grew and I started to really enjoy it a lot. My student care teacher, Sr Goretti said that when you do gardening, you will have green fingers which will make the plants grow faster. Now, that's me! I even have plants at home, and the flowers are blooming! I love nature and gardening now. Looking at the plants is relaxing and they make the place look very peaceful and beautiful. We plant many nutritious vegetables and fruits, such as papaya, long bean, okra, coriander, basil, pumpkin, chili and brinjal. Sowing seeds into the soil is fun and exciting as we get to learn the process of how a plant grows. Some plants grow successfully but some may wither and die. It all depends on how we look after the plants. Some of them grow very fast and some might grow a little slower. When the flowers bloom, they look very pretty. After the flowers bloom, fruits and vegetables will start to grow. And before we know it, the fruits and vegetables are ready to be harvested and eaten!

Kyra



### AFTERSCHOOL LEARNING

Every day after school I go to GSSC where I have my lunch and do my school homework. After lunch, I usually take part in play time until 2.30pm. If I do not have school homework, I will practise on homework set by my student care teachers. I will write the answers in the student care communication exercise book. The good thing about this is that I learn more, e.g. before P3 Fractions was taught in school, the GSSC teacher taught us. My student care teachers are always patient with us. They explain until we understand. I have enjoyed GSSC for the past 3 years, and look forward to more good memories there.

Avril

### CAMP

My camp experience in 2019 was interesting and fun. We were divided into groups. Each group had to make up a name and design a poster. After that, each group was given an apple. We were to take care of the apple like it was our group "baby" for 2 days and 1 night. It was thrilling as it allowed us to take other groups' apples when they were unattended. We earned points through games which were at times, quite competitive. When the sun was setting, we headed out to Orchard Road to soak up the festive mood. The best part of the evening was when we returned to GSSC. We watched a movie, in cinema-like setting! Besides snacks galore, we could make instant noodles for supper. It was super fun to do it with my friends. By the time we laid out our sleeping bags, it was past midnight! Most of us were too excited to fall asleep. The rays of sunlight in our eyes woke us up to another exciting day. The team with the highest points deserved their prizes, however the teachers made every one of us feel like a winner. There were certificates awarded for good leadership, courage, politeness, kindness and showing care. For me, this is the best camp ever! I am grateful to our hardworking and dedicated teachers.

Hui Xin Claire



### DANCE PERFORMANCE @ 80TH ANNIVERSARY

My greatest experience in Good Shepherd Student Care is performing at the 80th Anniversary celebration. When Mdm Chuang invited me to dance, I was very amazed and happy. When my parents came to fetch me from student care, I immediately asked them whether I could join the dance and guess what? They agreed! At that point, I was just giddy with excitement. At the first dance practice, I saw that there were a lot of good dancers and my best friend would be dancing with me. Our instructor, Mr Y, was very kind, funny and caring. The dance was interesting and we practised very hard. Finally, 01 December 2019 arrived. We were so worried that we would make a wrong move. But during the performance, our group did not make any mistake. Our instructor and teachers were very proud of us. We were starving once the butterflies in our tummies were gone, so we went for the delicious food, happy that we did well.

Yan En



# A Ray of Hope

By Pink Blossom\*



Fortunately, staff of GSC taught me techniques like deep breathing exercises to manage my anxiety. I am also grateful to the staff for encouraging me to have my own “me” time that helped me to create a safe space for myself to relax and not worry excessively about my problems.

I plucked up courage to file for divorce from my abusive husband. It is not easy, but I am prepared. There are a lot of documents to gather, appointments with my lawyer and worries about being a single mother. With the support of GSC’s staff I found that I was able to manage my emotions and maintain my objectivity during the process. GSC is the bridge that connects the little steps I had to take to overcome the many challenges I faced and will be facing.

*Besides providing shelter for my children and me during the dark days after I fled my matrimonial home in fear, GSC is where I found warmth, confidence, self-worth and encouragement when I felt lost along the way. I appreciate the staff checking on my well-being regularly. I realized that I am not alone and I have someone to talk to any time I am in need. The comfort that I found in GSC makes my journey more bearable. I have learnt to build relationships with people around me, slowly trusting again.*

The programmes that I have attended in GSC helped me to have a positive outlook, believe in myself, that I can start afresh and walk into the future with my head held high. I have learnt to treasure even the smallest things in life. I am thankful that GSC gave me a ray of hope.

\* Not her real name

# From Vietnam to GSC

By Jane\*

I was born in Vietnam 18 years ago. When I was 5 years old, I realised that my father was absent from home although I spoke to him on the phone now and then. My mother, grandma and aunt showered me with so much love that I did not miss my father. I was carefree.

When I was 10, my mother said that her male friend from Singapore would come to stay with us and help us. Although I did not know exactly what she meant, I thought it might be a good thing to have a father. The first time my mother and I received him at the airport he was rather aloof. Gradually, he played with me and we became friends. For two years, we had regular contact. He was in and out of Vietnam. He would fetch me from school like how other fathers did. We spent Lunar New Year together, and travelled around Vietnam for holidays.

When I was 12, my mother asked me to think about studying in Singapore. I agreed. And that was when my nightmare began.

Looking back, I realise my stepfather had only wanted to bring my mother to Singapore. He was not expecting me. He turned aggressive and shouted at me the moment I arrived in Singapore. Although he had never laid hands on me, I was constantly worried and angry. I remember cowering in the toilet for two hours as he smashed things around the house.

My stepfather was nice to my mother, but they would often quarrel violently when I was the subject of their conversations. I felt burdened and lonely. I learned to accept the situation. What anchored me to my sanity was the care and love from my mother and family back in Vietnam.

In the 6 years that I lived in Singapore, I experienced many challenges including my mother’s mental breakdown, and her admission to a mental institution. I witnessed violence between my mother and stepfather. I was left homeless and at risk of not being able to complete my education. As a foreigner at age 17, I was told I was too old to be admitted to a children’s home and too young to be admitted to a women’s shelter.

I am grateful to be accepted by GSC, a women’s shelter which had made an exception to admit me. Before GSC I had lived in my stepfather’s home and a rented room with my ex-sponsor. GSC was the only place where I felt secure and safe; the only place where I did not have to worry.

Reflecting on my life, I realise that I experienced hardship very young, however these life experiences taught me to be independent, to stoically carry on while being understanding and compassionate towards others. Through GSC I have learned to remain positive and I hope to secure a job so that I can look after my mother.

*My message to every girl-child is to focus on your strength and energy to be the best person you can be because you only live this life once.*

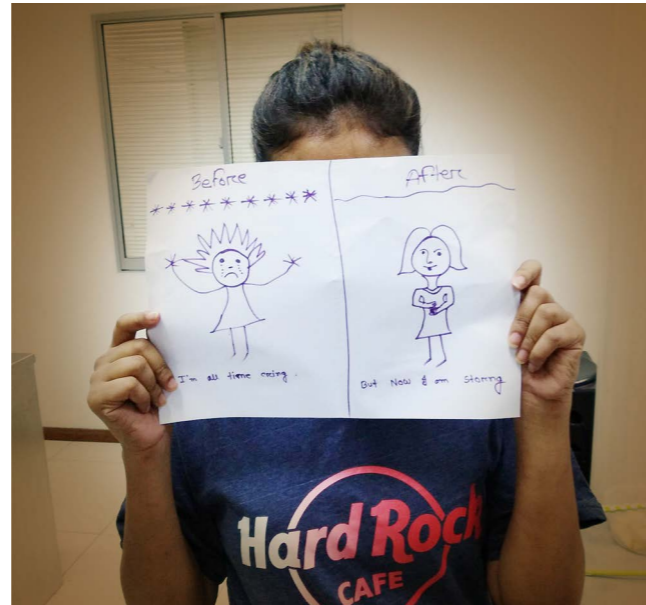
\* Not her real name





# I Am NOT Alone

By Angel\*



On my first visit to the club when I arrived in Singapore, I was utterly shocked to see pornographic materials plastered all over the walls. I learnt the dancers were expected to provide sexual services to customers. I refused. They left me alone for about 2 months because I raked in quite a lot of money through my good dancing skills. But I did not receive a single cent of my salary. The owners said that I would only be paid when I completed my 6 months' contract. They started to pressurise me to have sex with the customers. Some of the girls did drugs, but I refused. The pressure became unbearable and I started to smoke and drink. They kept up the pressure on me to do more. I refused and finally with encouragement from some of the other girls, I called the police.

\* Not her real name

*When I first came to Good Shepherd Centre (GSC), I was afraid and depressed. However, the GSC staff treated me with gentleness, love and kindness – what I needed most at the time. The assurance that there are people walking with me in my journey makes a lot of difference to me. It makes me feel that I am not alone and my struggles become more bearable.*

I am grateful for the programmes such as English lessons, art, and dance. I appreciate outings, like watching movies. Before that I had not watched a movie in a cinema. I also enjoyed the trip to Gardens by the Bay with my friends from GSC. The art class led me to discover my love for art and I would like to nurture it further because this is a gift God gave me. These programmes helped me to manage my anger. I have learnt to be patient with myself, to take care of my health and to talk to people nicely. I am touched by the care and concern shown by staff, like taking me to the doctor when I was unwell. Whenever I have problems with my family, I can always count on the staff to lend me a listening ear. They just know what I need and respond to me accordingly.

As I wait for my case to be resolved and return to Bangladesh, I am grateful that GSC is a safe place for

me to stay. I am deeply concerned with my family's situation back home, however with all that I have learnt from Good Shepherd Centre, I am confident that things will be better as long as I look at the positive side of life.

## SOCIAL, PHYSICAL & RECREATIONAL PROGRAMMES

Residents are encouraged to participate in social, physical and recreational programmes. Social programmes such as Festive Celebrations, Special Events (Mothers' Day Celebration, Birthday Celebrations, etc.), Bonding Sessions (games/activities) give residents and staff opportunities to interact with each other and build bonds as well as understand each other's cultures. The friendship, love and acceptance the residents receive from the GSC family contributed to their healing from rejection and hurt by their family members or loved ones. The mothers were very touched when their children served them breakfast during the Mothers' Day Celebration.

Physical Programmes include walks and games at gardens and parks. Recreational Programmes such as outings to places of interest, organised by GSC sometimes with the help of volunteers, provide them "space" to release their stress and relax their mind and body in an enjoyable way.

Outings in 2019 included a visit to the S.E.A. Aquarium, a barbecue session at Changi Beach organised by Jesuit Refugee Service (JRS) volunteers, an outing to Sembawang Park and prawning at ORTO organised by Jules and Dean's Group.





## COUNSELLING & THERAPEUTIC PROGRAMMES

Individual counselling sessions are conducted in-house for the residents throughout the year. These sessions help staff to build trusting relationships with the residents and support them in their journey of recovery from trauma. Residents often discover their inner strength and tap into it as a resource to build up their resilience and ultimately a fresh start in their lives.

Staff also organise regular therapeutic programmes, some with the partnership of volunteers, to help the residents manage their anxiety and stress. These include expressive art and dance sessions, sand play for children, music therapy, art therapy and dog walk sessions.

During the year, a vendor was engaged to conduct a parent-child sandcastle building session at East Coast Park. Not only did the families bond over the fun activity, but most of the participants felt a sense of achievement, which boosted their self-esteem.

**One participant said, "I felt more relaxed after attending the session. It helped me put things into perspective."**

## LIFE-SKILLS PROGRAMMES

GSC runs Life-Skills Programmes to empower the residents to be independent and pick up new, enabling skills to support themselves and their children. The residents take responsibility for daily household chores.

Besides household chores, GSC runs cooking sessions for the mothers and their children, during which families learn to prepare simple meals together. **One mother gushed, "I really enjoyed cooking with my son. As a working mother with very little time, the bonding was special."**

During the year, GSC also worked with volunteers to conduct workshops for the residents. Volunteers from the Jesuit Refugees Service (JRS) conducted a workshop on finance and budgeting which taught the residents how to save and manage their financial resources. Jules and Dean's Group helped to run other workshops such as "Communication", "Mastery of Happiness" and "Developing Resilience" which taught and motivated the residents to communicate more effectively, stay positive and happy and improve their resilience.



# GOOD SHEPHERD CENTRE Calendar of Events

## JANUARY

Flower Arrangement Workshop / Art & Craft Activities with Lunch / English Lessons

## FEBRUARY

Pre-school Chinese / Reading Workshop / Chinese New Year Celebration / English Lessons / Cooking Programme / Art & Craft Programme / Dancing & Singing Sessions



## MARCH

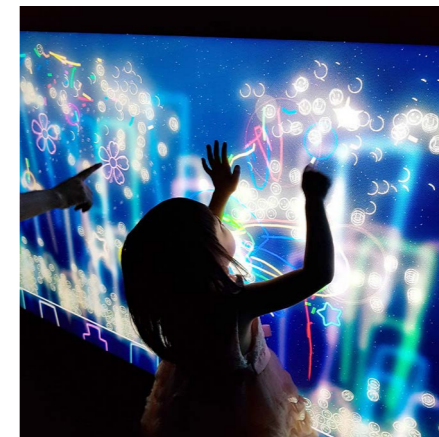
International Women's Day / Children's School Holiday Programmes (Movie, Visit to Seletar Farm Animal Resort, Katapult Trampoline Park, East Coast Park, Reading) / English Lessons / Cooking Programme / Art & Craft Programme / Sandcastle Building @ East Coast

## APRIL

Visit by Family Violence Hotline Volunteers from South Korea / English Lessons / Cooking Programme / Art & Craft Programme / Walk & Activities at Park / Foundress Day Celebration / Birthday Celebration

## MAY

Mother's Day Celebration / Walk & Activities at Park



## JUNE

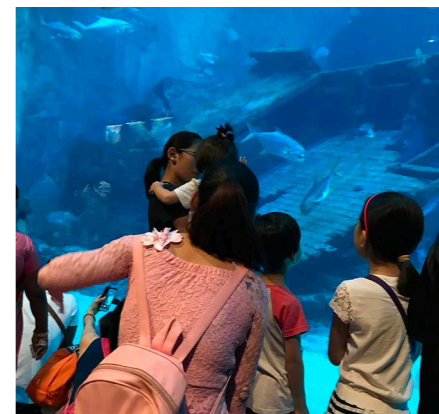
World Environment Day / Play Therapy / Child-Centred Play / Dance Sessions / Arts & Crafts Sessions / Doll-Making / Children's School Holiday Programmes (Waterplay @ Oasis Park Yishun, Visit to the Art-Science Museum, Visit to the Singapore Zoo, Career Carnival) / Hari Raya Celebration @ Kampong Ubi

## JULY

BBQ at Changi Beach / Youth Day Activities / Mother & Special Needs Children Bonding Session / Dog Walk / Blue Heart Campaign against Human Trafficking / English Lessons / Dance Sessions / Arts & Crafts Sessions / Music Therapy / Value Formation Sessions / Birthday Celebration

## AUGUST

National Day Celebration / Mother & Children Bonding Session - Messy Play Activities / Dog Walk & Touch Therapy / Career Coaching / Visit to the S.E.A. Aquarium / Dance Sessions / Arts & Crafts Sessions / Birthday Celebration



## SEPTEMBER

Budgeting & Savings Workshop / Children's School Holiday Programmes (Waterplay @ Yishun Oasis, Katapult Trampoline Park, Movie, Lunch at Suki-Ya Restaurant, Bowling) / Visit to the River Safari / Dance / Mid-Autumn Festival Celebration / Communication Workshop / Dog Walk & Field Activities / Value Formation Sessions / OLSS Feast Day Dinner / Birthday Celebration

## OCTOBER

English Lessons / Cooking Programme / International Day of the Girl Child / Activities at Sembawang Park / Art Therapy & Career Counselling / Family Night / Children's Day Programme (Splash @ Kidz Amaze, SAFRA Punggol)



## NOVEMBER

Children's School Holiday Programme / Orange the World - Activism against Gender-Based Violence / English Lessons / Expressive Art Programme

## DECEMBER

80th Anniversary & COP / English Lessons / Children's School Holiday Programme (Feelings & Emotions, Waterplay @ Yishun Oasis, Outdoor Play, Sandplay, Arts & Crafts, Dance) / Christmas Celebration / Workshop on Mastery of Happiness / Prawnning @ ORTO

# AHUVA GOOD SHEPHERD

## Calendar of Events

### JANUARY

- **Art Programme**
- **Outing:** Movie @ Lido, Bishan Park, Toa Payoh Library
- **Hip Hop Dance**
- **STEM Workshop**
- **Zookeeper Workshop:** Encounter with Stick Insect & Making of Stick Insect Craft
- **Pet Therapy Programme:** Dog Walking, Interaction with Rabbits & Chicks, Human Football
- **Mr Tay's Xmas & New Year Party**



### FEBRUARY

- **Art Programme**
- **Activity:** CNY Steamboat Lunch, Dress Up with Recyclables, Movie, Swimming
- **Outing:** Picnic & Games @ Bishan Park, Visit to Little India Heritage Centre
- **Hip Hop Dance**
- **Inline Skating**
- **STEM Workshop:** Colour Wheels
- **Zookeeper Workshop:** Encounter with Bearded Dragon & Games
- **Cooking:** Banana & Brown Sugar Wraps
- **Pet Therapy Programme:** Dog Walking, Drawing & Regulation Drill Exercise



### MARCH

- **Art Programme**
- **Activity:** International Women's Day Celebration, Group Games, Swimming, Cooking Competition
- **Outing:** Singing Bowl, Toa Payoh Library, Movies @ Eagles Wings Cinematic, Movies @ Wonder Park, USS, Kaboodle, Picnic @ Changi Beach, Disney On Ice
- **STEM Workshop:** Aboriginal Inspired Painting
- **Zookeeper Workshop:** Encounter with Caterpillar & Games
- **Pet Therapy Programme:** Dog Walking @ Bishan Park, Interaction with bunnies, hamsters and dogs, Birthday Celebration for March Babies
- **Community Service at Lion's Club Old Folk's Home**

### APRIL

- **Art Programme**
- **Activity:** Easter Egg Hunt, Easter Party & Games, Swimming, Guiding Light - Kick off Party, Music Lessons
- **Outing:** Good Friday Outing @ Bishan Park, Musical @ NLB, Bowling @ Toa Payoh SAFRA
- **Value Formation Workshop**
- **Zookeeper Workshop:** Encounter with Guinea Pigs & Mosaic Art
- **Baking:** Chocolate Cookie
- **Pet Therapy Programme:** Interaction with small animals, Birthday Celebration for April Babies
- **Reader Sessions for Pre-schoolers**

### MAY

- **Art Programme**
- **Activity:** Water Bomb Games, Gigantic Snake & Ladder Game, Rock Climbing, Yoga, Swimming
- **Outing:** Esplanade Flipside Show, Jewel @ Changi Airport
- **STEM Workshop:** Food Dye Marbling Art
- **Zookeeper Workshop:** Encounter with Madagascar Hissing Cockroach
- **Baking:** Peanut Butter Cookie
- **Pet Therapy Programme:** Reading, Birthday Celebration for May Babies
- **Mindfulness Movement Programme**
- **Music Therapy**

### JUNE

- **Art Programme**
- **Activity:** Water Cup Relay Games, Tea Party, Dye Rose Flowers, Carnival @ SJII, Swimming
- **Outing:** Children's Biennale @ National Gallery, Kaboodle, Waterplay @ Punggol Waterway Point, Children's Festival @ Gardens by the Bay, Toa Payoh Library, Jewel @ Changi Airport, Wild Wild Wet, Bowling @ Toa Payoh SAFRA, Movie - The Queen's Corgi with MYMCA, Lakeside Garden, Heritage Walk to Kampong Glam, Central Fire Station
- **Newton Show**
- **TPMC Day Camp**
- **Value Formation Camp @ NSRCC**
- **F1 Roving Truck**
- **Career Fair & Bouncing Castle**
- **Cooking with Thermomix**
- **STEM Workshop:** Self Awareness & Mindfulness
- **Zookeeper Workshop:** Encounter with Leopard Lizard
- **Pet Therapy Programme:** Reading, Interaction with bunnies, Soccer
- **Mindfulness Movement Programme:** E-Colours Workshop
- **Music Appreciation Programme**
- **Steam Art:** Mustard seed & big tree
- **Guiding Light by Facebook**



### JULY

- **Art Programme**
- **Activity:** Water Balloon Games, Obstacle Course, Treasure Hunt, Relay Games, Zumba, Muay Thai, Swimming
- **Outing:** Super Park @ Suntec, Movie Outing with Elkan Lim
- **Zookeeper Workshop:** Encounter with Hedgehog, Personality Test & Building of Tallest Tower
- **Pet Therapy Programme:** Building with Rock Sugar
- **Reader Sessions for Pre-schoolers**
- **Guiding Light by Facebook**
- **Mindfulness Movement Programme**
- **Music Appreciation Programme**
- **Value Formation Workshop**

### AUGUST

- **Art Programme**
- **Activity:** Water Relay Games, Yoga, Drone Flying, Swimming, Zumba
- **Outing:** Movie @ Plaza Singapura, Laser Tag @ Woodlands
- **Zookeeper Workshop:** Encounter with Parrot & Toy Making
- **Pet Therapy Programme:** Dog Walking, Reading, Interaction with small dogs, bunnies & Teacher's Day Card Making
- **Guiding Light by Facebook**
- **Reader Sessions for Pre-schoolers**
- **Music Appreciation Programme**
- **Value Formation Workshop**
- **Community Service at Pearl's Hill**
- **Project Vogue:** T-shirts/Bags

### SEPTEMBER

- **Art Programme**
- **Activity:** Relay Games, Balloon Sculpture, Zumba, Swimming
- **Outing:** Toa Payoh Library, HDB Hub: My Nice Home Gallery, Bowling, Art Ground, Jewel @ Changi Airport - Canopy Park, Changi Beach
- **Pet Therapy Programme:** Archery, Birthday Celebration for September Babies
- **Reader Sessions for Pre-schoolers**
- **Music Appreciation Programme**
- **Value Formation Workshop**
- **Bible Club**
- **Guiding Light by Facebook**
- **Mindfulness Movement Programme**
- **STPI:** Takashi Murakami Art Workshop
- **Zookeeper Workshop:** Snakes & Games
- **Dental Workshop**

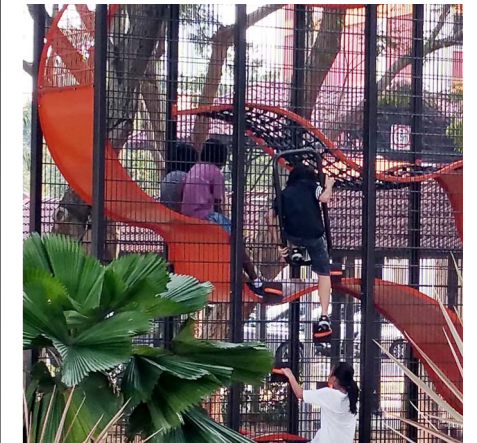
### OCTOBER

- **Art Programme**
- **Activity:** Children's Day Party, Fishing Game, Debate, Yoga, Funfair @ Church, Inline Skating, Hip Hop Dance, Zumba, Dumont Family's Lunch
- **Outing:** Singapore Zoo, Splash @ Punggol, The RICE company performance @ 10 Square auditorium
- **Zookeeper Workshop:** Waterplay
- **Pet Therapy Programme:** Dog Walking, Almond Paste Making, Interaction with bunnies
- **Reader Sessions for Pre-schoolers**
- **Music Appreciation Programme**
- **Value Formation Workshop**



### NOVEMBER

- **Art Programme**
- **Activity:** Family Day, Thanksgiving Dinner & Games, Christmas Carolling, Zumba, Art Jamming, XYZ Dance, Sports Care Kids Dash @ F1 Pit, Funfair @ Buddhist Society
- **Outing:** Halloween Party @ British High Commission, Toy Buffet @ NYP, Concert @ NUS Cultural Centre, Movie
- **Dessert Making:** Ondeh Ondeh
- **Pet Therapy Programme:** Dog Walking to Bishan Park
- **Reader Sessions for Pre-schoolers**
- **Music Appreciation Programme**
- **Value Formation Workshop**
- **E-Colours Workshop**
- **Science & Sports Camp**



### DECEMBER

- **Art Programme**
- **Activity:** 80th Anniversary & COP, Amara Hotel Buffet Lunch & Games, Christmas Parties and Lunches by various organisations and sponsors, Spinal Flow Therapy, Bowling, Swimming, Life Skills
- **Outing:** Movie @ Singapore Discovery Centre, Kaboodle, Waterplay @ NEX, Kidztopia, SPH Boys' Brigade Share-A-Gift, Sports @ Turf City, Gardens by the Bay, Kidz Amaze @ Toa Payoh SAFRA, Dining in the Dark, Christmas Carnival @ Toa Payoh Central, Art Science Museum, Cats The Musical, Heritage Tour of Little India & Chinatown
- **AGS Workshop**
- **Zookeeper Workshop**
- **DBS@5 Radio Making a Wish Campaign**
- **Pet Therapy Programme:** Dog Walking, Chocolate Cake Decorating
- **Music Appreciation Programme**
- **Value Formation Workshop**

# GOOD SHEPHERD STUDENT CARE

## Calendar of Events

### JANUARY

Welcome Primary 1

### FEBRUARY

Chinese New Year Celebration / Commemoration of Total Defence Day / Smart Campus Experiential Learning Workshop @ Ngee Ann Polytechnic (By High Achievers)

### MARCH

March Holiday Programme: FIESTA @ GSSC / Easter Day Celebration / Art @ Gillman Barracks (By Art Outreach Singapore Ltd)

### APRIL

International Friendship Day Celebration / Foundress Day Celebration

### MAY

Mother's Day Craft Workshop



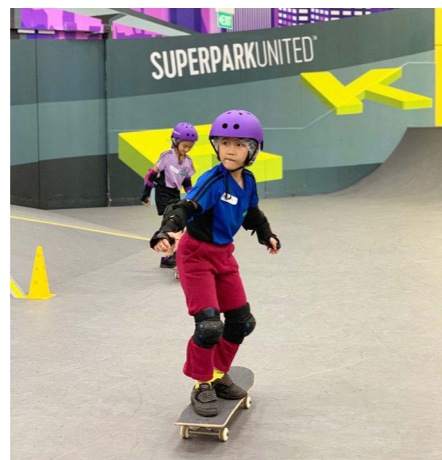
### JUNE

June Holiday Programmes: I Can Do It! / Father's Day Craft Workshop / ARTLink Community Programme & Excursion (By Art Outreach Singapore Ltd) / Micro:bit Workshop (By RGS Robotics Club) / Music Matters! (By Chew Kai-Xin & friends - NAFA) / Mini Sports Day (By National Junior College) / PaperbACK (By ACSI)

The following activities were organised by Dunman High School Girl Guides: Art & Craft Workshop / GSSC Children's Carnival / Baking Workshop / Team-building Games

### JULY

Youth Day Celebration / Hari Raya Celebration / Racial Harmony Day Celebration (By Raffles Girls' School) / Outing to Superpark (By DBS Bank) / Smart Campus Experiential Learning Workshop @ Ngee Ann Polytechnic (By High Achievers) / Heritage Race (By GSSC & High Achievers) / Students Immersion Programme (By GSSC & High Achievers) / Music Matters! (By Chew Kai-Xin & friends - NAFA)



### AUGUST

National Day Celebration / Outing with DBS Bank - Laser Tag (By DBS Bank)

### SEPTEMBER

Teacher's Day Celebration / September Holiday Programmes: Reunion Under The Moon / Python Bootcamp (By Codefolio) / Pizza Making Workshop (By Anderson Secondary School) / Magic Show, Singing & Dancing (By Anderson Secondary School) / Snowskin Mooncake Workshop / Mid-Autumn Festival Party / Learning Journey to Chinatown

### OCTOBER

Children's Day Celebration / Outing to Splash @ Kidz Amaze (By DBS Bank) / PSLE Marking Day Special Programmes / Outing to Kallang Bowl (By Jacobs & PUB) / Deepavali Celebration



### NOVEMBER

November & December Holiday Programmes: Gratitude is the memory of the heart / E-Colours Workshop / ARTLink Community Programme & Excursion (By Art Outreach Singapore Ltd) / Games, Music & Movement (By Dunman High School ODAC) / GSSC Children's Carnival / Family Day / 80th Anniversary & COP



### DECEMBER

Joy Camp / Christmas Lightings @ Orchard Road / Children's Carnival and Thymn's Family Day (By Thymn Pte. Ltd) / The Kindness Bakery / Carolling at St Theresa's Home / Christmas Bazaar (By DBS Bank) / December Babies Baking Workshop (By Ms Holly Anne Hanford) / Parents' Appreciation Night / P1 Orientation for 2020 Intake

The following activities were organised by Dunman High School ODAC: Teambuilding Games / Music & Movement / Rafting Workshop / Gadget Making Workshop / Mass Dance / Sandcastle Making & Water Play

# We Are Bowled Over

By Martha Teo

It all started in June 2019 with an email from one of Jacobs' staff enquiring about corporate volunteering opportunities. She volunteers with an organisation that sends donated bread to Marymount Centre. Jacobs' partner, the Public Utilities Board (PUB) also got into the act. So, on 10 Sep 2019, about 60 staff of Jacobs and PUB met up with 40 children from Marymount Centre at a bowling alley.

The children, many of whom had no bowling experience, scurried around to fit their rented bowling shoes and choose balls. Teams made up of volunteers and children were previously assigned, so the adults were busy helping the excited kids to settle at their respective lanes. As soon as it was announced that lanes were open, the children gingerly stepped up to the starting lines and swung with all their might. Peals of laughter mixed with words of encouragement filled the air. High-fives all around. No one seemed to mind that balls were rolling slowly in the gutters while ten pins stood mockingly. Spares and strikes were celebrated with victory dances.

*The mood was almost festive as volunteers chatted with the children and gave tips on bowling techniques. As word got around that there were prizes to be won, teams huddled around their monitors to strategize for a win.*

Then, one by one the lights of the lanes were turned off. Sighs of mock despair replaced the gaiety as bowlers made their way to return their rented shoes and slipped on their own. Some went in search of food that they hoped were left over from the buffet tea spread. The snacks were so delicious that even the garnishes were taken! Someone rang a bell. Teams gathered excitedly for the official announcement of the top scorers. Loud applause rang out as the young bowlers stepped forward to receive their team prizes.



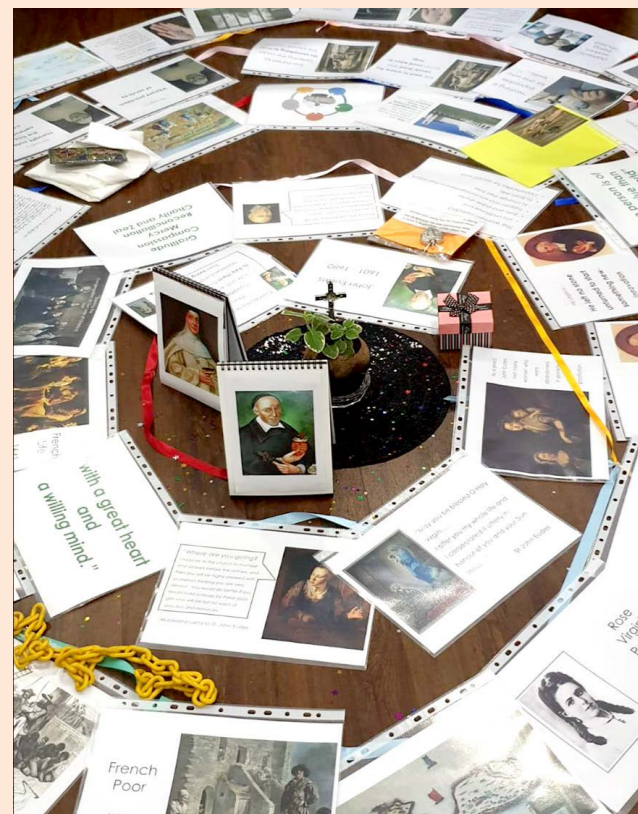
In this outing, the volunteers of Jacobs and PUB ensured every child was a winner. Each one of them took time off their busy work and personal schedules to purchase gifts for a child in his/her team. The care taken to select the gifts was not lost on the children. A few came up to me to express their surprise in receiving a gift they had been looking forward to. On the bus back to the AGS Homes and GSSC, I heard many comments that this was one of the best outings they had.



Volunteers of Jacobs and PUB, we are bowled over by your kindness and partnership in adding an extra sparkle in the lives of the children under our care.

# I Wanted To Be A Part Of this Community

By Natalie Siew



My journey with Marymount Centre began with a chance encounter with its Chairperson, Jane Marie Ng. What she shared about Marymount Centre's calling and mission stirred something within me. The safe haven that they provide vulnerable women and children is something so fundamental for the psychological and emotional well-being of these individuals who have been hurt and traumatized by the ones who were supposed to be dearest to them. I wanted to be a part of this community by contributing in whatever ways I could. Currently I volunteer in one of the sub-committees of the Board of Directors.

The past year has been an enlightening one. I learnt about the humble beginnings of the Good Shepherd Sisters founded by St. Mary Euphrasia in France in 1835. Established in 72 countries, they arrived in Singapore in 1939. The quintessential values of love and compassion can be seen in the way Marymount Centre's management and staff embrace this mission as their own. They have contributed their hearts and lives to empowering and enabling the women and children in their care. Each event and meeting opened my eyes to the warmth and eagerness of the staff in protecting the welfare of the residents under their care.

The demands of care-giving is often challenging and strenuous, however the rewards are multifold as we see how the children and women heal and strengthen in their resilience day-by-day. We provide different avenues for the residents to enrich their lives, such as teaching them life skills, dance, music, art and English lessons, some with the help of volunteers. Staff accompany the residents on their journeys through mentoring, relationship building and reconciliation with self and others. They also organize activities such as excursions and community service to homes for the elderly. The response to these activities is often appreciation and gratefulness.

At Thanksgiving event in December 2019, there were a couple of wonderful performances put up by the residents to appreciate staff and volunteers. Their songs and dances were presented with full energy, enthusiasm and cheerfulness. Watching them, I felt an immense sense of pride and admiration. Acts of love and kindness prevail and we hope and pray that Marymount Centre has touched their lives, and helped them regain their dignity and rebuild their inner selves.

# A Gift That Keeps On Giving

By Quек Toi Wee

Our relationship with DBS Bank started by meeting with the team from DBS' "People of Purpose" volunteerism movement team in March 2019. Since then, the relationship developed into a very meaningful and rewarding collaboration. Not only has DBS sponsored events and outings for our children, DBS staff have also engaged in fundraising activities among their departments and teams to support our beneficiaries.

One of the most memorable events by DBS was the Christmas Bazaar held on 13 December 2019, sponsored and organised by the bank's Technology & Operations graduate associates. The atmosphere was filled with anticipation and excitement as the girls boarded the bus that brought them to DBS Asia Hub at Changi Business Park. Although the journey there was long, the girls were bubbling with eagerness and were fascinated by the sights.



We were greeted by the cheerful volunteers from DBS when we arrived. They brought the girls into their office space, where the Christmas Bazaar was held and the beautiful space captured the girls' attention. The girls made their way to the sitting area to be introduced to the volunteers. The volunteers were easy-going, and quickly became friends with the girls.

As soon as everybody settled down, the girls were presented with a buffet spread. The sumptuous meal filled their stomachs and fuelled them for a day of fun.

The real magic began as the girls were almost done with their meals. The girls were thrilled by Mr Bottle,



the magician, who wowed the crowd with his riveting tricks. He kept the crowd engaged with his stunts and humorous banter. There was also a balloon sculptor dressed up as Spiderman, who created balloon swords and flowers for the girls. He even sculpted a lollipop with the flower balloons for some lucky girls!

The DBS volunteers prepared a medley of pop songs and Christmas songs, getting the girls in the festive mood. The girls appreciated the mini concert and showed their support for the volunteers by singing along to the songs they were familiar with.

Then, the moment that everybody was looking forward to finally arrived. With the help of the teachers, gifts were presented to their respective recipients, as each of our girls received a Christmas gift with her name on it! Seeing the girls' faces light up with joy was simply a sight to behold, and a special moment indeed. We were sure that this was what the volunteers were hoping to see as well. Hearing them squeal in delight and excitedly showing their friends what they received, were signs that the volunteers' hard work at picking what they thought the girls wanted paid off. It is the little joys and moments like these, that make volunteering worth it.

Gifts such as school bags, pencil cases, and stationery – the essentials for school – will remain as fond memories of what a blessing it was to have met the volunteers from DBS.

Thank you, DBS, for making this experience a memorable one for the girls!

# CBN Partnership with Marymount Centre

By Errol Mascarenhas

For the last two years, Catholic Business Network (CBN) has been partnering with Marymount Centre through fund-raising at their annual Christmas Dinner. Our 2019 event, “Celebrating The Real Santa” brought together the business and working community to celebrate the true spirit of Christmas with a fun-filled night and giving to a worthy cause like Marymount Centre.

CBN’s Mission is “Serving Christ to transform our Workplace” and such fund-raising is part of their efforts to serve the community at large. Marymount Centre’s efforts with vulnerable women and children in Singapore have resonated well with the donors.



*May the Good Shepherd continue to bless this partnership*



# Just Continue

By Martha Teo

I first encountered Mrs Dharma about a decade ago when I was Residential Supervisor of Ahuva Good Shepherd, the residential home for children, then located at 790 Thomson Road. Mrs Dharma faithfully went to give tuition to the children twice a week. Usually we would exchange pleasantries before I dashed off to supervise the children’s homework in the cavernous dining room. I left after 2 years to do this and that. I returned to Marymount Centre in 2018 and ran into Mrs Dharma along the corridors. Yes, she is still tutoring the children.

In 2019, Mrs Dharma received a special award for her dedicated service in teaching the children. I wanted to know more about this “fixture” in Marymount Centre. We sat down one evening after she finished tutoring a child preparing for PSLE.

The octogenarian was born in Jaffna, in northern Sri Lanka to Ceylonese Tamil parents. She left Jaffna before she turned one, and grew up in Malaya. Her father was in the postal services so there were a few moves within the country. During our conversation Mrs Dharma spoke fondly of her parents and attributed her sterling values to them. They staunchly believed in a well-rounded education, and knowledge building.

As part of the reconstruction of the country and its economy after the Japanese Occupation of Malaya, the government decided to shore up education for the populace by sending batches of young people to a teachers’ college in Kirkby, near Liverpool, UK. Young, spunky and single, Mrs Dharma jumped at the opportunity, rejecting the alternative route of a life in the kitchen. She returned as a qualified teacher, and was dispatched to a school in the northern-eastern state of Kelantan in January 1959. A weekend jaunt with friends to the Thai border town of Golok was normal in those carefree days.



Then cultural tradition took over. Her parents arranged for a suitable man for her. In 1960 she became Mrs Dharma, and moved to Segamat, in the southern state of Johor, where she continued to teach. Then serendipity took over. In 1969 her husband took up a teaching position in Singapore Polytechnic. Mrs Dharma, then living in Singapore, was commuting to teach in Johor. A family friend was aghast by her situation, and handed her a stack of forms to complete for a teaching position here. One day this lady's daughter, Ratna gleefully recounted how she and her classmates passed the day in Marymount Convent School without a teacher. Her mother, principal of another school proceeded to hand Mrs Dharma's completed forms directly to the principal of Marymount Convent School. This was how she commenced her journey with Marymount in 1970. She has never looked back. As one of the Good Shepherd Sisters said of her, "You walked up the hill and you forgot all other roads."

The Dharmas were blessed with their first-born, a son in 1972. Naturally, he attended Marymount Kindergarten. Ten years later, Mrs Dharma found herself pregnant again. Unfortunately, she lost her baby late in the pregnancy, and suffered a stroke shortly after that. Her close-knit family, including her 7 siblings, mostly living in Malaysia, took turns to care for her, outdoing the physiotherapist in her recovery. Tingling fingers brought her to the doctor's office, only to learn that some vertebrae had degenerated, and surgery was required. As she recounted this trying time of her life, I noticed a faraway look in her eyes, but her demeanour was almost regal. She showed me her neck which bore no noticeable scar of surgery, thanks to her competent neurosurgeon, Dr Tham. He had informed her that a piece of her thigh bone would be removed to replace her worn out vertebra, so the first thing she did when she regained consciousness was to feel her thigh. No pain. Dr Tham simply said that they found a bone somewhere that fitted her perfectly. Serendipity! Mrs Dharma laughed heartily as she recalled how her siblings cautioned that she is no more true-blue of her caste since she has a foreign bone in her, one that is still holding up her tall ramrod straight frame.

Where did she get her strength from? Besides her own loving family, the Marymount family was always there for her, through her joys, sorrows and everything in between. The Sisters always made her feel appreciated, are full of respect, never demanding. Marymount is her oasis. In return she contributes to the mission in the way she knows best, as an educator. After her retirement from Marymount Convent School, she taught at Marian Centre, the forerunner of Good Shepherd Student Care, before tutoring at Marymount Centre. She empathises with the children at Marymount Centre. She knows that their lives are often complicated, however her firm belief is that education is the key to a different life. Therefore, she does not shy away from the occasional lecture for a child who is not putting in enough effort to learn. It occurred to me that Mrs Dharma only knows one brand in education. Her two grandsons attended Marymount Kindergarten; their younger sister is a current student there. If Marymount Convent School is co-ed, her son and grandsons would be alumni.

Mrs Dharma enjoys reading, from daily newspapers to novels and biographies. Some recent titles are Michelle Obama's memoir *Becoming*, and *My Grandfather's Blessings* by Rachel Naomi Remen. Her love for reading was cultivated from a young age; her father used to walk her to the public library in Ipoh. Her joy was to lug the pile of books home. I am amazed that Mrs Dharma could recall such details at the snap of a finger, while I have my senior moments. Indeed, Mrs Dharma who was widowed about 12 years ago, has lived a rich life, which I admire.

*In conclusion, I asked Mrs Dharma for her wish for Marymount Centre. Demurely, she said, "Just continue...with whatever you are doing...with the legacy of shepherding."*

We ended the evening googling for *Serendib*, a word she found written on a piece of paper in a dictionary in her home. To our astonishment, *Serendib* is the ancient name of Sri Lanka, also the root of the word, serendipity.

## Governance Evaluation Checklist

S/No.	Code guideline	Code ID	Response	Explanation
<b>BOARD OF GOVERNANCE</b>				
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied	
2	Are there governing board members holding staff appointments?		Yes	One. Chief Executive
3	Staff does not chair the Board and does not comprise more than one third of the Board.	1.1.3	Complied	
4	There are written job descriptions for the staff's executive functions and operational duties, which are distinct from the staff's Board role.	1.1.5	Complied	
5	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years. If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied	
6	All governing board members must submit themselves for re-nomination and re-appointment, at least once every 3 years.	1.1.8	Complied	
7	The Board conducts self evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied	
8	Is there any governing board member who has served for more than 10 consecutive years?		No	
10	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied	

S/No.	Code guideline	Code ID	Response	Explanation
<b>CONFLICT OF INTEREST</b>				
11	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied	
12	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied	
<b>STRATEGIC PLANNING</b>				
13	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied	
<b>HUMAN RESOURCE AND VOLUNTEER MANAGEMENT</b>				
14	The Board approves documented human resource policies for staff.	5.1	Complied	
15	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied	
16	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	
17	Are there volunteers serving in the charity?		Yes	
18	There are volunteer management policies in place for volunteers.	5.7	Complied	

S/No.	Code guideline	Code ID	Response	Explanation
<b>FINANCIAL MANAGEMENT AND INTERNAL CONTROLS</b>				
19	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied	
20	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied	
21	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
22	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks.	6.1.4	Complied	
23	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied	
24	Does the charity invest its reserves (e.g. in fixed deposits)?		Yes	
25	The charity has a documented investment policy approved by the Board.	6.4.3	Complied	
<b>FUNDRAISING PRACTICES</b>				
26	Did the charity receive cash donations (solicited or unsolicited) during the financial year?		Yes	
27	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied	
28	Did the charity receive donations in kind during the financial year?		Yes	
29	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	Complied	

# Acknowledgement

**“Gratitude is your inheritance. Engrave it on your heart.  
Let its remembrance be your consolation, your hope.”**

- St Mary Euphrasia Pelletier (31 July 1796 – 24 April 1868)

We are deeply thankful and grateful to: -

- All our donors, volunteers, friends and benefactors. Their unwavering support, commitment and contributions to our services throughout the year was instrumental in helping us reach out to the community and to meet the needs of our programme participants.
- The Ministry of Social and Family Development for their guidance and support.
- Our Board of Directors and members of our staff for their dedication and support in ensuring quality care and high standards in the delivery of our services.

S/No.	Code guideline	Code ID	Response	Explanation
DISCLOSURE AND TRANSPARENCY				
30	The charity discloses in its annual report — (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.	8.2	Complied	
31	Are governing board members remunerated for their services to the Board?		No	
34	Does the charity employ paid staff?		Yes	
35	No staff is involved in setting his own remuneration.	2.2	Complied	
36	The charity discloses in its annual report — (a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity’s subsidiaries) exceeding \$100,000 during the financial year; and (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.	8.4	Complied	
37	The charity discloses the number of paid staff who satisfies all of the following criteria: (a) the staff is a close member of the family belonging to the Executive Head or a governing board member of the charity; (b) the staff has received remuneration exceeding \$50,000 during the financial year. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that there is no paid staff, being a close member of the family belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.	8.5	Complied	
PUBLIC IMAGE				
38	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied	

## AUDITED FINANCIAL STATEMENTS

Our audited financial statements for the financial year that ended on 31 December 2019 can be downloaded from our website.



**Marymount  
Centre**

*Touching Lives, Building Hope*