



MARYMOUNT CENTRE
ANNUAL REPORT
2020



Thankful for a year of Grace

By Jane Marie Ng *(Chairperson)*

2020 was a year that brought out the best in us. Yes, the impact of the Covid-19 pandemic was unprecedented and far-reaching, and yes, the slew of safe-distancing measures and safety protocols took some getting used to. Yet we emerged stronger, wiser and more united than ever. Indeed, 2020 was a year of grace. We have much to be thankful for.

During the Circuit Breaker, our staff had to adjust to new work schedules. They could not work from home because their work was on site, caring for women and children in our residential programmes, and for the children in our student care whose parents worked in essential services. During that period, volunteers could not help out at the various centres as they normally would. In addition to heavier workloads and longer working hours, our staff had to learn new skills on the spot, for example, how to coach children in Home-Based Learning, and how to organize creative and interesting activities for residents who could not leave the homes.

In getting through the challenging months of Circuit Breaker followed by Phase 1 and Phase 2, staff and residents deepened their bonds and grew in trust to build a more loving and caring living environment. Among the women and children, there was much care, kindness and consideration towards each other. Somehow, the challenging situation made them more positive and grateful for life. They became more appreciative of each other and showed gratitude for all that they received. Indeed, it was a time of grace.

Though our volunteers could not be on site to organize activities for the women and children, they came up with creative ways to help, for example conducting tuition classes and other activities through video conferencing. Thank you, dear volunteers, for your time and steady support!

Our donors and benefactors too did not let the pandemic curb their generosity. There was a marked increase in donation in kind. Groceries, lunches and dinners were delivered right to our doorsteps. Others delivered chocolates and baked fresh bread, pastries and cakes for residents and staff alike, remembering to thank the staff for being there to care for our vulnerable women and children. In spite of the adverse economic conditions, we also had an increase in cash donations. Thank you, donors and benefactors for your kindness and generosity!

We also received support from the Singapore Government through the Job Support Scheme (JSS), funding from NCSS for PPE and IT grants. Heartfelt thanks to all, including MSF and COC for their confidence and trust in us, keeping up our morale with their patience and graciousness.

Most important, we thank God for all that we received, for every blessing and kindness bestowed through each person, each encounter, every day.

And from my heart because words are not enough, my love and prayers for the Chief Executive, Sr Cecilia Liew, each member of the staff and my fellow Directors. United in mission, their resilience, fortitude and unflagging zeal turned a year of adversity into a year of blessings and opportunities.

Come and experience our year of grace in this Annual Report. Thank you!



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When the Covid-19 pandemic hit the nation in 2020, the first big change that rippled into our work lives was that we now needed to operate in split teams. Schedules were quickly rearranged, which for some staff were vastly different and unfamiliar. I remember my mind reeling when I received the news. I worried about how some of my co-workers may struggle to adjust.

As the person in charge of Ahuva Good Shepherd - Interim Placement and Assessment Centre (IPAC), I was anxious about how to manage the new arrangements so manpower would still be adequately supported. These stresses piled together within me, forming an uncomfortable lump at my throat and a knot in my tummy. I'd be the first to admit my own discomfort with change.

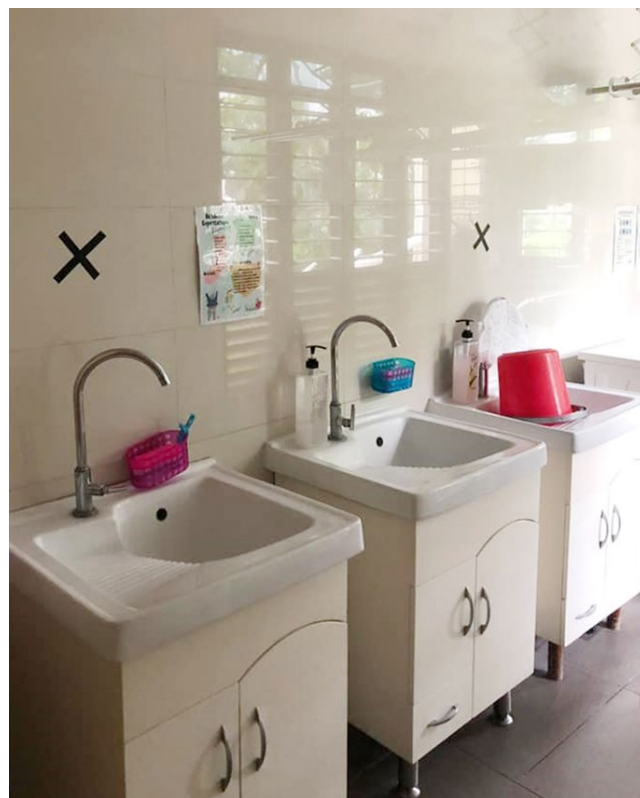
However, as I sat with the IPAC team and saw how each of my team mates responded to the news, I felt the knot loosen. Everyone found it in themselves to understand these extraordinary circumstances, and put aside their own comforts to place the team and our children on first priority. Phew!

Little did we know that as the pandemic raged relentlessly around the world, this teamwork and supportive culture would be tested again and again. We had new safety advisories to comply with; struggles to ensure effective and timely communication. When schools implemented home-based learning, we had to isolate each and every new resident for 2 weeks. 5 days' sick leave became a norm, and the list just goes on. Every time just as we thought we were getting the hang of mandated practices, a new one is sprung on us.

The team worked together to ensure that IPAC remains as safe a space as we could make it, especially for the vulnerable children we care for. Everyone seemed to have become a germ exterminating specialist! For example, the children's meal utensils and crockery were carefully labelled and placed in separate piles. Staff tirelessly carried out regular disinfecting. I remember feeling like a contractor as I walked around our premises, coloured sticky tape in one hand and a measuring tape in the other, making markings to remind everyone of safe distancing. "1 metre apart!" became our slogan in jest.

The staff took extra care and effort in communications between the split teams, well aware that any breakdown could affect the level of care for the children. Notes and summaries were meticulously done. I will always speak of this with pride, as besides serving the function of keeping everyone up to date and informed on work matters, I also see this as a tender act of caring and supporting one another, even though we could not meet in person.

When the schools implemented home-based learning (HBL), it seemed a good idea, at least for children in regular families. At IPAC, it was another big hurdle we had to face. With the wide age range of residents, each group presented unique challenges to the staff. The older residents were incredibly tech-savvy and found creative ways to circumvent rules, oftentimes



surfing the internet inappropriately and chatting with people they were not supposed to contact. The younger ones had trouble concentrating on extended online lessons independently. Staff had to sit with them and help them through their lessons, giving small rewards along the way. Even PE lessons were done online! Staff found themselves having to pick up new skills on the fly. One co-worker diligently set up blocks and restrictions through trial and error to ensure the residents use the internet safely.

Looking back at the height of the Covid-19 crisis, I feel truly thankful for the team. These are the staff who always put our children first, who are undeterred by challenges, and still find the space to be loving and caring to the ones around them. In these extraordinary times, we are blessed to have the combined support and efforts of extraordinary people. Together we can get through anything.

Stepping Into The Unknown

By Alona Aguila

Four years ago, I arrived from the Philippines to join the staff team in Good Shepherd Centre (GSC). Although I was familiar with the Good Shepherd mission, Singapore was new to me.


Stepping into the unknown and trusting the process was what I went through when I first decided to work in Singapore. My primary role in GSC is case management. In the course of my work, I discovered that many clients, most of whom have experienced some form of abuse and trauma, are foreigners just like me. I can identify with their feelings of doubt, and the anxiety of facing the future fraught with challenges, and worries for their young children.

In case management, my journey with the women and their children starts from the point of admission to discharge. As a team, my colleagues and I plan and implement appropriate interventions to respond to the needs of each individual client. We organise in-



house programmes and activities, some outdoors, to cater to their emotional and social needs and well-being. Most of the clients require help to link up with resources, such as the Housing and Development Board (HDB), Social Service Office (SSO) and legal advice. GSC works closely with Family Service Centres (FSC) to assist the families in the process of moving on.





In 2020, amidst the raging Covid-19 pandemic and safe management measures, we had to rethink our programmes and work processes. Volunteers who are a great source of help, were not allowed onsite to run programmes. Staff and residents became restless staying indoors and keeping a safe distance from one another. I love to dance, so my colleagues and I initiated the dance movement sessions. To our pleasant surprise, the residents love it, as dancing usually help people to express their feelings. I was touched by the women and children as they danced and laughed their hearts out. I was also aware that hidden behind the laughter were unpleasant and dreadful experiences that they continue to grapple with. However, over time we observed them slowly letting go of their past. From a reluctance to participate and stiff jerky movements to freely dancing with joy and letting their bodies express their feelings and emotions. What a joy! We could almost see them blossoming and growing day by day. It is as though they can see the light at the end of the tunnel. As their confidence climbs, they become ready to link up with friends, build up their social support and find ways to make a living. It is amazing that dancing can unleash such courage and resilience in these women who previously covered in fear and hopelessness in the face of violence inflicted on them.

While I am encouraged and fulfilled, my job is far from easy. To be attuned to every person who is unique, to focus and prioritize tasks on a daily basis takes a lot of energy out of me. Working in split teams, on alternating shifts is intense. Sometimes, it is so hard to do as St Mary Euphrasia exhorts, “Be gentle, yet firm”. But I try. Along the way, I have also grown professionally, and personally I have learnt the value of self-care.

I am connecting more with nature. The parks and bodies of water around GSC have become my “sacred space”, where I walk, pray, reflect and just be. Nature has a special way of healing and rejuvenating me. The healing energy that I absorb from the natural surroundings helps me to re-centre myself and be ready for what lies ahead, which sometimes can be chaotic and draining.

Stepping into the Unknown...Accepting Challenges... Moving on with Hope was what I went through the last 4 years in GSC. Every time I oversee a resident leaving GSC, my hope is that she carries with her that glimpse of light they found in their journey with us. I pray that it will continue to light their way forward so that the seed that was planted will grow into a tree for them to enjoy the fruits along their life’s journey.

I FOUND MYSELF

By Jayce (not her real name)



I am a foreigner married to a Singaporean man, with 2 young sons. I looked forward to a home of our own, however it did not happen. My husband is the sole breadwinner, providing for our family as well as his mother, his older brother who has 3 children and a helper.

In the beginning, I tried to be the wife and daughter-in-law that was expected of me. However, it was hard to please my mother-in-law. She disliked my cooking and was critical of my culture. She constantly made nasty remarks about my appearance and faulted the way I care for my children. Apart from taking my elder son to and from childcare I was restricted in my movements, and had to stay in my bedroom with my sons. My husband ignored my attempts to discuss the situation, and did not give me an allowance for personal things. When I fell ill, I had to wait for him to take me to the doctor when he returned from work. After 5 years living under such circumstances, I lost my self-confidence, felt extremely lonely and hopeless.

Although it was stressful to be trapped in the unhappy situation of being dependent on an unsupportive husband, I had to bide my time. I knew that it would be very difficult to carve out a life for myself and my 2 young sons with no money or job. Luckily, I obtained permanent residence in Singapore. I connected with a Facebook group comprising members of my nationality who are married to Singaporeans. They advised me to seek help from a Family Service Centre (FSC). The social worker referred me to Good Shepherd Centre (GSC).

Initially I was very apprehensive. I was not sure what GSC was and worried about how my sons would adjust. However, I was greeted warmly and accepted unconditionally by the staff and residents. Day by day with their support and care, which I had never received from my husband and his family, I came out of my shell to be the person and mother I am today. The freedom I felt being able to cook for my children, caring for them the way I know best without being criticised by anyone was the first thing that helped me in my journey of growth.

As time passed, I got myself involved in some of the programmes organised by the staff in GSC. One of them that stayed with me was the International Day for the Elimination of Violence against Women. I was introduced to meditation using body scanning. For the first time, I experienced a sense of inner peace after being able to identify the pain on the parts of my body and learnt how to release the negativity that was

stored there. We were invited to do this meditation daily, and on my own accord started practising it nightly. After putting my sons to bed, I would sit quietly in my room just to calm myself and enjoy the quietness around me while releasing the negative energy stored in the identified parts of my body. Also, when times are tough or when I feel a sense of low morale, I would always remind myself that, “I am a good mother. I am brave. Jia you! I love my kids and they give meaning to my life. No matter what, I would go the extra mile for them.”

After 6 months in GSC, I realised I have a future to look forward to. My elder son has been admitted to a childcare centre near GSC. When the younger one is admitted to a playgroup, I would be able to find employment and embark on my journey to be independent. With the encouragement and support of the staff of GSC and my social worker, I have grown to be more courageous in facing my future. From the helpless, frightened person cooped up in a cage, I am now able to venture outside my comfort zone with confidence. I have learnt to look people in the eye when I speak with them and buy the things I need, without fearing that I may be mistaken as a foreign domestic worker. I have recovered my self-esteem and identity. I can now hold my head up high, proud to be my children’s mother. Through it all, most importantly, I learnt to love myself and accept that I am beautiful.

With so many blessings bestowed on me, if I meet someone who is experiencing similar circumstances as me, I would encourage her to pick up the courage to learn and not be afraid to move forward in life.



SAILING THROUGH MY O-LEVEL

By Dayna *(not her real name)*

During the circuit breaker in 2020, I had to go back to school earlier compared with other kids because it was my O-level year. That period of time was tough as I had to be isolated in a room and I could not do many things. However, I managed to overcome the difficulty with the help of my friends and staff in Ahuva Good Shepherd - Children's Home.

Taking a major exam during the Covid-19 pandemic was a real challenge. For food & nutrition students like me, we had to do our coursework write up in school. The time given in school was too restrictive and it was hard to do it well. It was arduous for me as home-based learning (HBL) was not effective for me. When schools suddenly shut and all students had to switch to HBL, there were not enough computers and laptops for each resident to log into a device at any time. Thankfully, Lenovo lent us some laptops, which we are grateful for.

As I reflect on 2020, it was a year of change and growth for me. The restrictions imposed by Covid-19 allowed me to form closer bonds with my friends and I learnt to be more sociable. I found that drawing and painting helped me manage the stress I was facing.

I am privileged to have my family, friends, teachers and staff of the Home to support me in every aspect during this pandemic. They gave me the courage to push through the hard times to get to where I am today. With their encouragement and help, I am happy that I passed all the subjects to sail through the GCE O-level and qualified for the polytechnic of my choice. I am grateful.

What our volunteers say...

We started 2020 with exciting plans to engage the children in weekly activities such as nature walks, badminton, bowling and so on as more volunteers had signed up. **The circuit breaker put an unceremonious pause to fulfil our objective to model healthy family relationships.** Nevertheless, my wife, Soo and I have observed that the children are less guarded as they become familiar with us. In turn we enjoy hanging out with them.

Edwin Lee

During the circuit breaker when volunteers could not turn up in person at the home, we continued with the weekly values formation sessions via Zoom. **Initially we were a little unsure, however as everyone became comfortable using Zoom, we had meaningful discussions, games and videos with the girls.** While we missed the face-to-face interactions, we value the opportunity to interact with the children. We have also learnt from them, and wish them the best for their future.

Shamini

I have been volunteering for well over 2 years under the warm and capable supervision of Martha Teo. Weekly music programme to simply have fun with the kids is the aim. Name that song charade, K-pop song and dance, Halloween puzzle and candy hunt, and ending some sessions with treats like ice cream are some of the fun activities that we do. **I don't know their names or their unfortunate situation but seeing them smile, laugh, ask questions, express their emotions, act silly and shy are my rewards for volunteering. Simply showing up, letting the kids know there are adults who care about their well-being is what motivates me.** When volunteers could not turn up for the programme, we had some treats like pizza delivered to the kids to cheer them up.

Nancy Kwon

I have 4 children; from a toddler to a teenager. To me, there will never be a "good time" in life to serve others. There will always be a kid in PSLE, O level, getting married, having their own kids, etc. **When I see the children, I am reminded that my family is very blessed.** I have so much to be thankful for, and I need to be a good steward of all that I have been given.

Gail Low



Programmes

Faced with the unexpected Covid-19 pandemic situation, all the services of Marymount Centre still managed to support the residents and clients through a comprehensive range of programmes to help them to work through their problems, trauma and to rebuild their lives. Most of the programmes were run by in-house staff; some with the support of volunteers via Zoom or in partnership with sponsors who provided refreshments and meals. Although the safe distancing measures posed challenges physically, it brought new opportunities to re-think about how to meet diverse needs. Although we had to work within space and number constraints, staff creatively explored activities that suited the needs of our residents, some with innovative use of technology. Separating the residents into smaller groups gave staff an opportunity to pay more attention to each person and to work with more targeted groups. Programmes run on a one-to-one basis also allowed customization to better address each person's unique needs. Such interactions help build trust and closer bonds between the residents and staff/volunteers.

Some programmes at GSC

Life-Skills Programmes

GSC runs Life-Skills Programmes to empower the residents to be independent and learn some useful skills to support themselves and their children.

The residents shared daily household chores. The purpose is to empower them with some responsibilities and instill in them some discipline in keeping their shared "home" environment clean and hygienic. They also had to keep their own rooms and toilets clean.



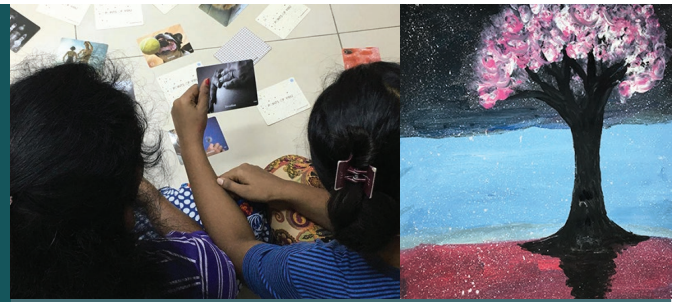
Like the rest in Singapore, they were taught how to protect themselves against the coronavirus and adjust to the new "normal". Since they lived in a residential setting with many different households, all except young children had to wear masks within the Centre in common areas. Although it was not an easy transition, most of them were cooperative.

Other Skills Programme include jewellery and accessories making, baking, kueh and other finger food making sessions as a way of imparting some useful skills and tips to them. English and Chinese language lessons were also conducted for those who were keen to pick up the languages.

Before the Circuit Breaker, some of the residents also attended a Make-up cum Skin Care Workshop sponsored by the Jesuit Refugees Service (JRS). Those who participated enjoyed the session and had good interactions with the instructor and volunteers. They were not only taught the skills of making themselves prettier, but also encouraged to value their inner beauty.

Counselling & Therapeutic Programmes

Individual counselling sessions were conducted in-house for the residents throughout the year to help them work through their personal crisis and cope with new challenges and stresses arising from the pandemic, such as loss of job/income, coping with stress working from home and caring for children who were placed on home-based learning.



To help the residents cope with their anxieties, distress, regulate their negative emotions and increase their positivity, the residents were invited to participate in various in-house therapeutic sessions such as Expressive Art, Dance Movements sessions and Meditation facilitated by staff. The Expressive Art sessions created greater self-awareness, helped them to uncover hidden issues and regulate their emotions. The Dance Movement sessions, on the other hand, not only helped them to relax their body and mind but served as a “self-esteem booster” which brought out their inner beauty and positive energy, enabling them to appreciate and love themselves and others better.



The residents were also engaged in other therapeutic programmes such as the Group Photo Therapy and Positive Thinking/Motivational Sessions. Topics such as “Resilience”, “Healthy and Unhealthy Boundaries” and “Happiness” were run by volunteers from the Jules and Dean’s Group via Zoom.



Educational Programmes

Various Educational Programmes were run to support the residents in their learning and growth. Justice and Peace Programme on Social Justice and Empowerment, International Women’s Day, Foundress Day, Blue Heart Campaign, International Girl Child Day, and International Day for the Elimination of Violence against Women were organized to enhance their awareness on topics such as respecting lives and upholding dignity, justice and peace.



Value Formation sessions such as Relationships with Mother Earth and Self-Worth were also run to impart positive values to the residents, encouraging them to love themselves as well as their environment.

Besides receiving, the residents also generously gave some donations to the Good Shepherd Mission in Lebanon to support them in helping the victims of the catastrophic explosion.



Social, Physical & Recreational Programmes

Prior to the Covid-19 pandemic, the residents had an enjoyable outing to Gardens by the Bay to view the indoor and outdoor Bicentennial interactive exhibits and the Light and Sound Show at the Garden Rhapsody.

Although the safe distancing measures had posed restrictions on such programmes, especially social gatherings and outings, GSC managed to offer some within the constraints to meet their social, physical, and recreational needs.

The mothers and children had a meaningful Mothers' Day Programme. The mothers shed tears of joy when they received the portraits drawn by their children and listened to their pre-recorded love messages. It was a very touching moment during the Circuit Breaker.



To support the well-being of the residents, Healthy Living and Recreational Activities such as physical exercises, badminton sessions, in-house movies, art, and handicrafts, walk cum retail therapy in the neighbourhood were organized to keep them healthy in mind and body. Following the prolonged pandemic situation, the world was concerned about the well-being of their citizens. Sharing in this concern, GSC also worked with the National Healthcare Group to arrange for a Mental Wellness Workshop on "Relaxing with Art". This was done via Zoom using contour drawing conducted by the Singapore Association for Mental Health (SAMH) as part of their Corporate Social Responsibility project in December 2020.

Although festive occasions could not be celebrated like the past years, the spirit of giving and festive joy remained. Special meals were catered during the festive occasions either by GSC or sponsors, to cheer the residents. Marymount Convent School Alumni gave them a jollibee lunch treat during the Christmas season, while the Netherlands Charity Association, Singapore provided Christmas Tea. The residents were also blessed with festive goodies and gifts from the Good Shepherd Sisters, Marymount Centre Board Members, National Healthcare Group HQ staff, other donors and volunteers.



Children's Programmes

Sandplay Therapy and Expressive Art sessions were some interventions conducted to help children who witnessed family violence.

Apart from the emotional and psychological aspects, there were other programmes and activities to cater to the different age group and different needs. Music and Movement for Toddlers, Music and Dance, Abacus Class, Indoor and Outdoor play activities enriched their experiences in GSC and facilitated their learning and growth.



Memorable Programmes in Ahuva Good Shepherd Homes

In pre-Covid days, children of the 3 residential homes looked forward to combined programmes and outings during the school term holidays. In 2020, staff became creative and organised programmes while strictly abiding by prevailing safe management measures.

One of the most memorable programmes was the dessert making competition. All the children were excited to learn new skills and showcase their creations. There was an audible buzz on each level as they practised their recipes, from bubur hitam to cakes.



The residents of IPAC must be commended for taking up the challenge of making a multi-layered crepe cake. Each child was given the responsibility of a single step in the whole process, before coming together at the final step of decorating the whole cake. For some it was a first attempt at cake making. But they persevered, and strived for precision and perfection, each face a picture of determination. The final product was beautiful. We were truly proud of the children, for their effort and teamwork.

Holistic Health Programme

by Coach Jules and Coach Dean

'Is this creamy enough?' Dean asked the kids as they peered eagerly into the Thermomix pot.

'No! Let's do another five minutes!'

Dean, a volunteer, was coaching the girls through their exercise while simultaneously showing them how to make almond butter. The exercise routines were synchronised with the timing of the blender. The longer they work out, the creamier it gets. The additional five minutes of churning meant an extra five minutes of planking exercise for them. They seemed to revel in the idea that they were creating something as they worked out. This fun experience was part of a six-session holistic health programme that included aspects of nutrition, emotional health and physical exercise.

The kids were drawn to the types of equipment in the gym akin to bees to nectar. Willie's warm demeanour made the kids comfortable as he conducted a safety briefing. Everyone was keen to try out the equipment, like the treadmill, elliptical trainer stepper, and exercise bike, intrigued by the myriad buttons. They learned to set their targets, plan their pace and monitor their progress. They enhanced their endurance as they set their minds to a longer workout duration. They understood that the more intense they worked out, the higher the calories burnt. At the end of their intense workouts, they celebrated their strong finish by toasting with their freshly made green smoothies.



After a refreshing shower, the children settled down to games, activities and, conversations designed to enhance their emotional literacy and resilience. They started to ask themselves powerful questions, paused, and reflected on how to navigate their emotions effectively. 'Now I know that I can choose how I feel because emotion chemicals last only 6 seconds.' As every emotion is useful, they also practiced non-violent communication in challenging situations. Strong bonds were forged as they share their deep insights while savouring the treats.

Their repulsion to healthy options was transformed when they put aside their preconceived notions and discovered how tasty it could be. It was amusing to see how their jaw dropped when they heard nuggets of information such as how sugar causes brain fog, mood swings, and behavioural issues. The kids even exclaimed that the trade-offs in taste and texture when switching to sugar-free, dairy-free, and gluten-free cookies, muffins and cakes were negligible. They wanted more of the healthier choice. Amazing!

HBL & PSLE

I was prepared for a tough year in Primary 6, told myself that I just had to work hard. But when it was announced in April that schools were turning to home-based learning (HBL), my mind went into a spin. A lot of things changed.

My teachers were handing out worksheets, and more worksheets. Just seeing the stack given by one teacher made me feel so overwhelmed. I had to wake up at about the same time every morning just like going to school and must be at my computer by 7.30 am. There were lots of work to be completed and I usually end my HBL at 2.25 pm.

When the circuit breaker ended, I went back to school. My classmates and I were very anxious after the PSLE and we comforted each other. I prayed for good results. On the day of the PSLE results, I went to school with a knot in my tummy. When I knew that the entire cohort passed, I was very relieved. My hard work paid off. My grades were better than I expected; I made it to Normal Academic/Express. I am very thankful for the support of staff and the encouragement from my friends at the Home.

Hazel (not her real name)



As a Primary 6 student sitting for the PSLE in 2020, I had to do home-based learning (HBL) at the Home because of the Covid-19 pandemic. It was quite a tough year, as all of us have classes online and in the beginning, we had to take turns to use a laptop as there were not enough of them. Fortunately, Lenovo lent us some laptops and we could have our own personal laptop to use.

Although there was a lot of pressure, we had some fun during our break time. The staff took good care of us and ensured that we had nutritious meals and that we were safe and healthy. On the day of the PSLE, I just wished everyone good luck. I managed to remain calm and was able to complete the papers. I am very happy to get into a school of my choice.

Zita (not her real name)



Every year is challenging for me but 2020 was even more challenging as I had to sit for the PSLE. Before I took my PSLE, a lot of things happened like the circuit breaker due to the Covid-19 pandemic.

During this time, all students could not go to school and home-based learning (HBL) was introduced by the MOE. In the beginning of HBL, I was feeling a little scared as I was worried that I might not be able to cope with the lessons. However, with the help of staff, I overcame my worries and difficulties. Staff also found ways to provide what I needed for my HBL, for example providing laptop/computer. I did my best to do my school work and listen to the staff and my teachers during Zoom lessons. It was not easy as sometimes I needed help from staff in my studies but they were also busy helping other residents and their other duties. I was determined not to give up and kept trying my best.

I was very happy that I obtained good results and was admitted to a school of good reputation even though my parents were not happy with it. I am grateful and appreciate how the staff motivated and helped me with my school work that helped me to pass the PSLE.

Hannah (not her real name)



Good Shepherd Student Care

A Gift of Shoes

By Ling Sin Yee

While it became more challenging to organize community outreach and projects during the Covid-19 pandemic in 2020, Good Shepherd Student Care (GSSC) pulled off a meaningful collaboration with Raffles Girls' School (RGS). During the term break in September, we launched "Marymount Centre-RGS Triple C Shoe Drive" a community project to bring joy to people in other parts of the world. Our partner was Soles4Souls, a non-profit organization which distributes donated shoes and clothing to those in need.

Reflecting our vision of "touching lives, building hope", the students and their parents were encouraged to look into their home shoe cabinets and donate their gently used footwear which were not needed any more. Throughout the week, the children brought in used footwear, some of which were obviously the donors' favourites.



Through a video the children learnt about Soles4Souls and how everyone could play a role in the shoe drive. Every child was excited; from lining up to get a used toothbrush to writing a personal note that accompanied the pair of shoes, sandals or slippers. Teachers demonstrated how the dirt on the footwear should be brushed out, and washed with water. The children found their comfortable spots near the drains, adhering to social distancing guidelines of at least one metre. While the clean-as-new items were left to dry in the sun, the kids collected colourful notes to pen their messages to would-be recipients of their gifts. One heartwarming note read, "Hi. My name is Amber. I really like these shoes, but unfortunately, they are too small for me now. I hope you like them too!!" Then, each note was packed together with a pair of footwear in a plastic bag, destined for another person in need.

We were delighted that a total of 168 pairs of gently used footwear were donated. The children's wholehearted participation made it a rewarding experience for everyone to live out our vision and mission.



GSSC ART & CRAFT PROGRAMME

By Sr Goretti and Dewina Pangrastika

The dark storm of Covid-19 failed to dampen the spirit of the staff and students of Good Shepherd Student Care (GSSC) as we anchored in gratitude and grace.

Through art and craft, the children learnt about places such as Egypt, Mexico, Denmark and Hawaii. They were thrilled to make signature crafts of these places, e.g. Egyptian papyrus writing material. Their works were exhibited at the end of the year; parents and family members were invited. The children were excited to showcase their handiworks to their loved ones.

Many parents left notes of encouragement and thanks to the staff, which touched us and lifted our spirits to continue in our mission no matter what challenges we face.



PARTNERSHIP OF THE WELLINGTON MANAGEMENT FOUNDATION

By Quek Toi Wee

The Wellington Management Foundation was founded in 1992. The Foundation's mission is to support organisations that improve the education and academic opportunities for youth from economically disadvantaged backgrounds. In line with their Mission, we have received their kind support in 2020, which was a year full of challenges amidst the COVID-19 pandemic.

Financial support from the Wellington Management Foundation funded therapy sessions for our children. These sessions helped to educate and train our children to overcome trauma and develop positive behaviour towards life and education. Additionally, the Foundation provided an Emergency Fund which enabled us to cope with the COVID-19 situation. We applied the additional funds to enhance our IT resources for home-based learning at our Centre, as well as for the general well-being of our children and staff.

We are indeed grateful for their support and look forward to a long-term relationship with the Wellington Management Foundation as our Corporate Partner.



Acknowledgement

**“In gratitude for so many graces,
let us accomplish our work lovingly and fervently.”**

– 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.

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.

Unique Entity Number (UEN)

201402049Z

Registered Address

10 Collyer Quay #10-01 Ocean Financial Centre,
Singapore 049315

Mailing Address

Good Shepherd Place
9 Lorong 8 Toa Payoh, Singapore 319253

Banker

Development Bank of Singapore

Auditors

Singapore Assurance PAC

Website

www.marymountctr.org.sg

THE YEAR AHEAD

Fundraising and Sinking Fund

Our fundraising plan for 2021 is to continue to build on existing individual and corporate donor relationships, as well as seek new partnerships. We will also continue to expand our donor base through online campaigns.

We plan to establish a sinking fund for the purpose of the lease renewal of Good Shepherd Place and property-related matters.

Future Plans and Commitments

We plan to enhance our services to vulnerable women and children by: -

- 1 Continuing to strengthen staff capability through skills and personal development.
- 2 Continuing to provide in-depth professional therapies for the abused women and children in our care and shelter.
- 3 Operating safe shelters for vulnerable women and children in 14 units of 2-room rental flats, in addition to the original premises of Good Shepherd Centre.
- 4 Expanding beyond the 14 units of safe shelters.
- 5 Renovating Good Shepherd Centre's original premises to meet the new configuration requirements.

GOVERNANCE

BOARD OF DIRECTORS (2020)

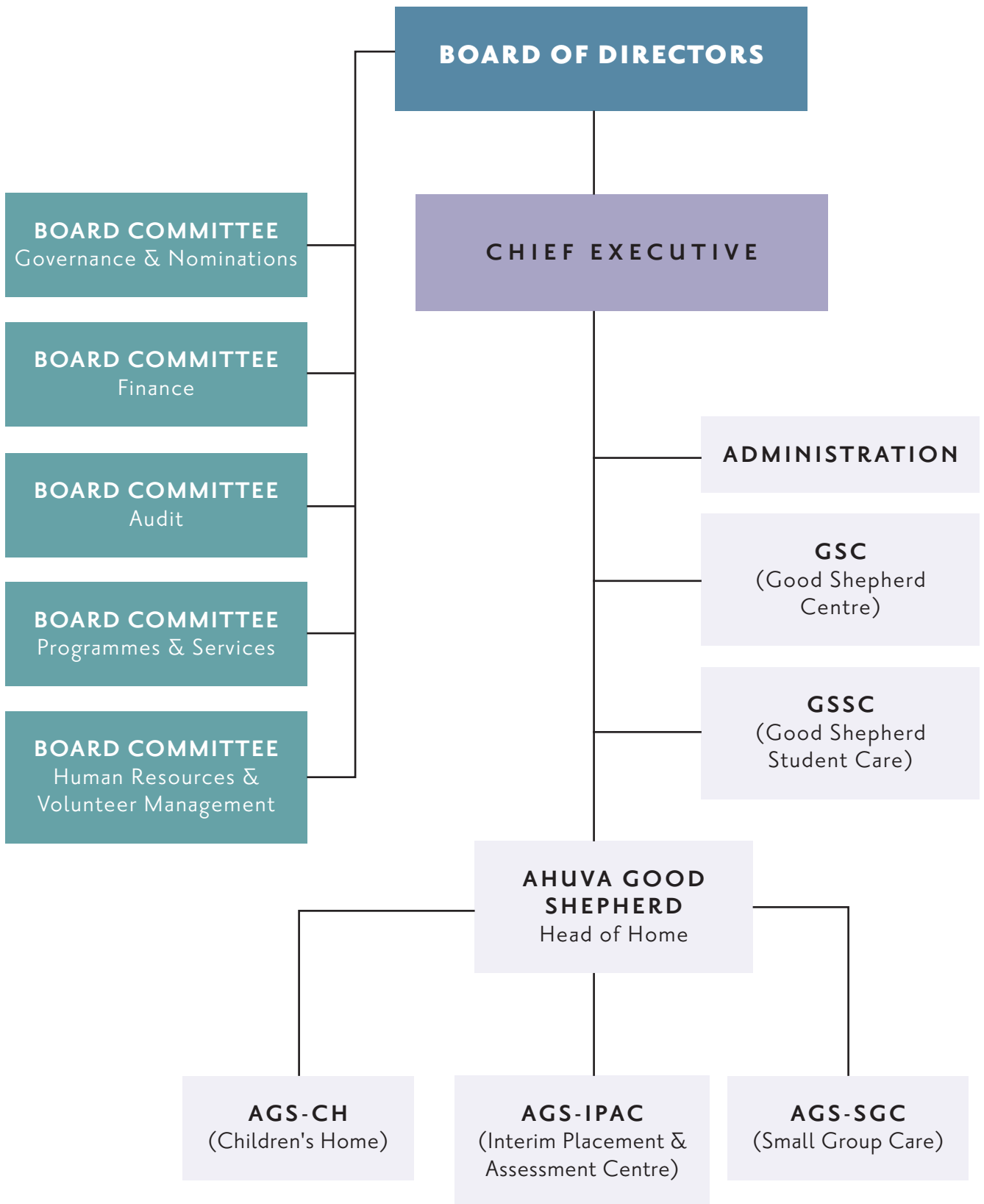
Name	Title	Appointment Date	Occupation
Jane Marie Ng Yin Gek	Chairperson	11/05/2015	Director
Quek Toi Wee	Honorary Treasurer	01/01/2019	Retired
Tang Edmund Koon Kay*	Director	20/01/2014	Director
Jonafah Lawrence Lopez	Director	20/01/2014	Adviser
Joycelyn Ong Yueh Ling	Director	30/09/2016	Contractor – Capital Markets
Ho Teik Tiong	Director	30/09/2016	Partner
Woo Mei Lin Jacqueline	Director	01/01/2018	Managing Director
Yap Lian Hiang Vivien	Director	01/01/2019	Senior Psychologist
Liew Nyuk Yen	Director	01/01/2019	Chief Executive
Siew Hui Zhen Natalie	Director	01/01/2019	Senior Vice President
Winnie Foo	Director	01/07/2019	Medical Doctor

* Past appointment as Honorary Treasurer - 20/01/2014

EXECUTIVE MANAGEMENT TEAM 2020

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
Chaung Lu Lu	Centre Manager
Casmine Yeo	Asst. 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	3/4
Tang Edmund Koon Kay	4/4
Jonafah Lawrence Lopez	4/4
Joycelyn Ong Yueh Ling	4/4
Ho Teik Tiong	4/4
Woo Mei Lin Jacqueline	3/4
Yap Lian Hiang Vivien	3/4
Liew Nyuk Yen	4/4
Siew Hui Zhen Natalie	4/4
Winnie Foo	4/4

Disclosure of remuneration and benefits received by Board members

None of the directors receive 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

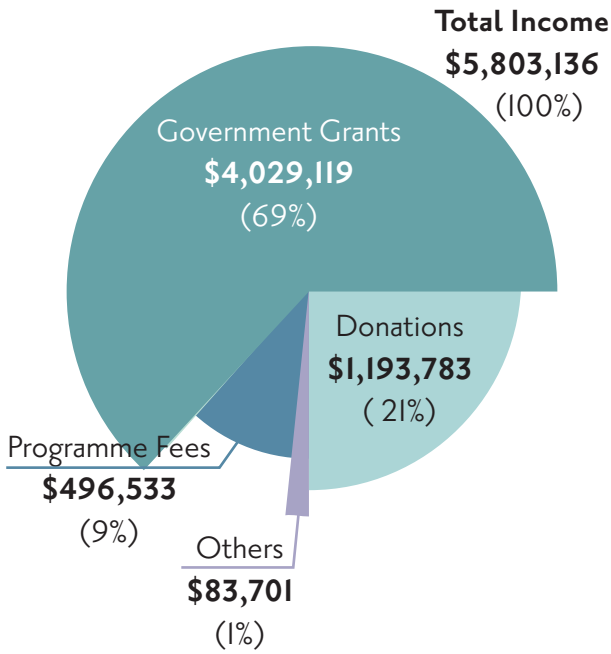
Marymount Centre has a Conflicts of Interest Policy and operating procedures to avoid and manage situations of actual or perceived conflicts of interest. Board members, management, staff and volunteers are required to submit a declaration of any interests, relationships or holdings that could potentially 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

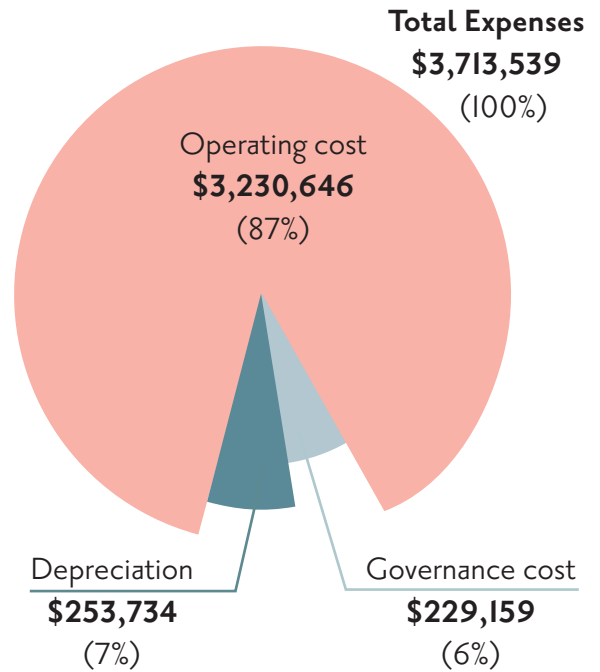
Marymount Centre has implemented a whistle-blowing policy. Any person can report in confidence to the Chairperson of the Board of Directors (or to the Chairperson of the Audit Committee) any misconduct or wrong-doing by any director, staff member, volunteer or other person connected to Marymount Centre.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

FINANCIAL HIGHLIGHTS

INCOME



EXPENDITURE



Funding sources and Reserves

Our social services receive funding from the Ministry of Social and Family Development (MSF), Marymount Preschool, 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.

AUDITED FINANCIAL STATEMENTS

Our audited financial statements for the financial year that ended on 31 December 2020 can be downloaded from our website: www.marymountctr.org.sg.

OUR SERVICES



Touching Lives, Building Hope

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.

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 18 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.

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 18 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.



Touching Lives, Building Hope

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 government to provide victim care for women who have been trafficked into Singapore.



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.

NO OF CLIENTS SERVED IN 2020

Ahuva Good Shepherd - Children’s Home



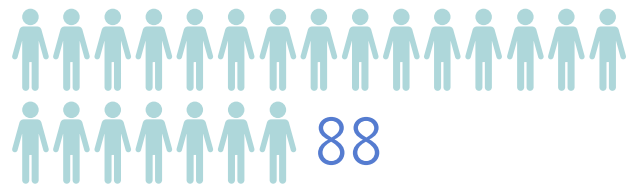
Ahuva Good Shepherd - Interim Placement and Assessment Centre



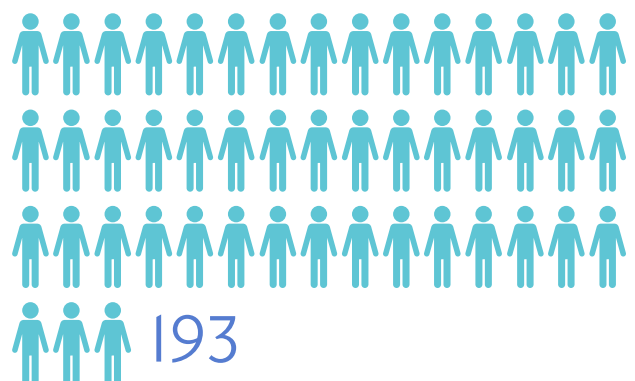
Ahuva Good Shepherd - Small Group Care



Good Shepherd Centre



Good Shepherd Student Care



Governance Evaluation Checklist

S/No.	Code guideline	Code ID	Response	Explanation
BOARD OF GOVERNANCE				
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	
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
CONFLICT OF INTEREST				
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	
STRATEGIC PLANNING				
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	
HUMAN RESOURCE AND VOLUNTEER MANAGEMENT				
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
FINANCIAL MANAGEMENT AND INTERNAL CONTROLS				
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	
FUNDRAISING PRACTICES				
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	

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	

