

RESILIENT FAMILY, RESILIENT NATION

ANNUAL REPORT 2024



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About Morning Star

Who We Are

Morning Star Community Services is a registered charity and Institution of Public Character (IPC) dedicated to strengthening families in Singapore. Founded in 1999 by social workers who saw a need for meaningful student care beyond custodial supervision, the charity has expanded its reach, offering a range of upstream intervention programmes. Our work focuses on equipping families with essential skills to navigate challenges independently; and fostering resilience in children, parents and communities. Rooted in Catholic Social Teachings, our work emphasises the power of family relationships as a cornerstone of a thriving society. Our programmes and training empower individuals and families with the knowledge and support to build nurturing, sustainable relationships. Through early intervention and values-based education, we create a positive cycle of transformation —developing confident, emotionally-healthy children who grow into strong, compassionate adults, ready to shape Singapore’s future.

Our Mission

To enrich and strengthen family relationships in Singapore.

Our Vision

Through empowering families and individuals, we strive to build vibrant communities that can make a difference to society.

Chairman's Message

Resilient Family, Resilient Nation: Strengthening Our Communities Together

Kelvin Poon, Chairman
Morning Star Community Services

2024 was yet another busy and fulfilling year for Morning Star Community Services; we remained steadfast in our mission to strengthen families, with a deepening focus on the primacy of the parent-child relationship. As Singapore prepares to celebrate its 60th year of nationhood, we are reminded that the foundation of a thriving society lies in strong, well-supported families. At the heart of this is the parent-child bond, whose importance cannot be overstated. Over the past year, our programmes—ranging from student care and social-emotional learning to intergenerational engagement—have continued to equip individuals with the tools to navigate life's challenges with confidence. Through initiatives like EXSEL, ASPIRE and CareNights, we have supported more families in

building emotional resilience, nurturing positive relationships, and giving back to their communities.

Our flagship service, Families For Life @ Community, which Morning Star Community Services anchors in the Bedok/Geylang Serai area, continues to empower parents with the skills and strategies needed to engage with and nurture their children in today's fast-paced and competitive world. None of these achievements would have been possible without the unwavering support of our donors, corporate partners, government agencies and volunteers. Your dedication and generosity have enabled us to reach more families, ensuring they have access to the resources and support they need to thrive.

As we look ahead, we remain committed to our mission. By centring the parent-child relationship, scaling our impact, and advocating for holistic family well-being, we are working towards a future where every family in Singapore is empowered to raise resilient individuals prepared to face life's challenges together. In doing so, we help build a stronger, more connected society, one family at a time.

Looking Ahead



As we step into 2025, Morning Star Community Services will continue to deepen its impact by strengthening parent-child relationships, expanding service offerings, and championing family resilience. With the continued support of our donors, volunteers and stakeholders, we look forward to shaping a future where every family can thrive.



Acknowledgments

We extend our deepest gratitude to our partners, funders and community members who have made our work possible. Together, we are building a more resilient Singapore.

“
May God, who has begun the good work in Morning Star Community Services, continue to sustain the lives and work of its staff and members, and be faithful to bring it to completion.”



Board Of Directors



Absent: Elizabeth Sulistio

Geometry Of Governance

Shapes are imbued with symbolism. Each carries its own meanings and values: strength, balance, adaptability, structure. Just as every shape contributes to the overall picture, each board member brings a distinct strength to Morning Star Community Services' mission of strengthening families. Together, they form a dynamic structure of support, guidance and vision.

Kelvin Poon – Chairman

 **Strength, Leadership, Stability**

As Chairman since 2018, Kelvin embodies the triangle—a shape rooted in strength, stability and clarity of direction. The Deputy Managing Partner at Rajah & Tann Singapore, his legal acumen in dispute resolution has helped Morning Star Community Services maintain a strong ethical foundation and sharp strategic focus. Under his steady leadership, the organisation continues to evolve, ensuring every family we serve is supported with structure and purpose.

Christina Lim – Deputy Chairman

 **Growth, Adaptability, Influence**

The spiral, a symbol of growth and expansion, is fitting for Christina. With deep experience in branding, communications and human resource in the FMCG and healthcare sectors, she continues to nurture growth within organisations and the communities she serves. Her ability to bridge corporate insight with human connection ensures that Morning Star Community Services' voice remains resonant, relevant and ready to meet the changing needs of families.

Bernard Yee – Secretary

 **Reliability, Trust, Foundation**

The square speaks of solidity, and that is what Bernard seeks to provide by applying his training as a lawyer to offer legal clarity, responsible governance and well rounded decisionmaking to ensure Morning Star Community Services foundations remain strong and principled in a complex and evolving social landscape.

Elizabeth Sulistio – Treasurer

 **Precision, Balance, Interconnectedness**

Elizabeth brings the qualities of a hexagon to Morning Star Community Services: interconnected oversight, financial clarity and an unwavering commitment to balance. As a senior internal audit leader at a local bank, her expertise ensures the organisation remains both accountable and agile, enabling sustained impact across families and communities.

Gerald Tan – Board Member

 **Resilience, Financial Acumen, Stewardship**

Finance Manager and Chartered Accountant Gerald Tan carries the precision and strength of a rhombus. With deep experience in financial governance, he ensures that Morning Star Community Services' fiscal health remains robust and responsive. His stewardship gives us the confidence to build for the future while staying true to our mission today.

Judy Low – Board Member

 **Movement, Connection, Cultural Understanding**

The wave represents fluidity and connection, qualities that describe Judy's approach. With a sociological lens and a background in communications, she believes in bridging the emotional with the strategic. Her focus on an inclusive organisational culture and meaningful engagement ensures that Morning Star Community Services adapts, grows and stays grounded in community realities.

Sharon Ong – Board Member

 **Structure, Fairness, Compliance**

Sharon personifies the octagon: structured, balanced and multi-faceted. As an in-house legal counsel, she has an innate ability to consider various perspectives, approaches and factors when addressing challenges. Through this, she is able to provide Morning Star Community Services with a sounding board in its governance and policy frameworks, building on the organisation's strong values of integrity and accountability.

Board Attendance

- | | |
|------------|--|
| 4 out of 4 | Mr Kelvin Poon
Chairman |
| 2 out of 4 | Ms Christina Lim
Deputy Chairman |
| 3 out of 4 | Mr Bernard Yee
Board Member |
| 4 out of 4 | Ms Elizabeth Sulistio
Treasurer |
| 2 out of 4 | Ms Sharon Goh
Secretary |
| 0 out of 4 | Ms Kit Tan
Board Member |
| 3 out of 4 | Mr Gerald Tan
Board Member |
| 2 out of 2 | Ms Judy Low
Board Member |

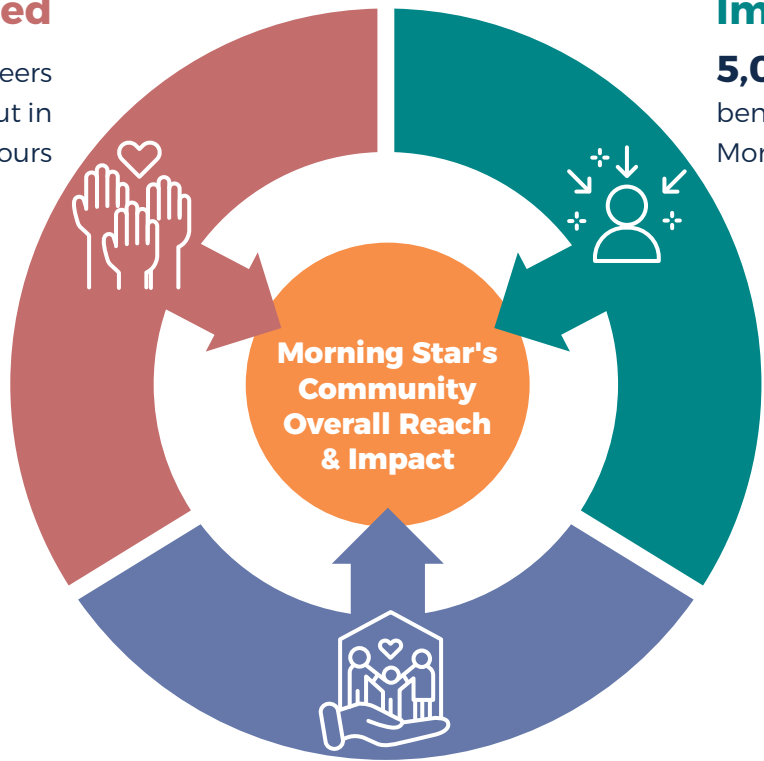
2024 At A Glance

Volunteers Contributed

150+ volunteers put in **3,000+** hours

Individuals Impacted

5,000+ individuals benefitted from Morning Star's services



Families Supported

6,000+ families received support through programmes



Community Engagement & Events



Families for Life @ Community "Purposeful Play" engaged 130+ families



35 Special Educational Needs Officers trained in social-emotional learning strategies



PreVenture Youth Programme launched as a targeted approach to support youth at risk of mental health challenges and risky behaviours



Progression of Community Initiatives



ASPIRE Launch

Official launch of ASPIRE, emphasising social-emotional learning (SEL) and intergenerational bonding.



CareNights Growth

Opening of a **new CareNights centre in Hougang.**



PreVenture Workshop for School Educators

12 secondary school educators and counsellors picked up strategies to coach teens in coping skills and equip them with tools to make positive life choices.



Open House

70 new enrolments at the Student Care Open House.



Educator Training

Professional development courses were conducted for educators and social workers.



Brick Club Challenge

Successful completion of the **first National Brick Club Family Challenge.**



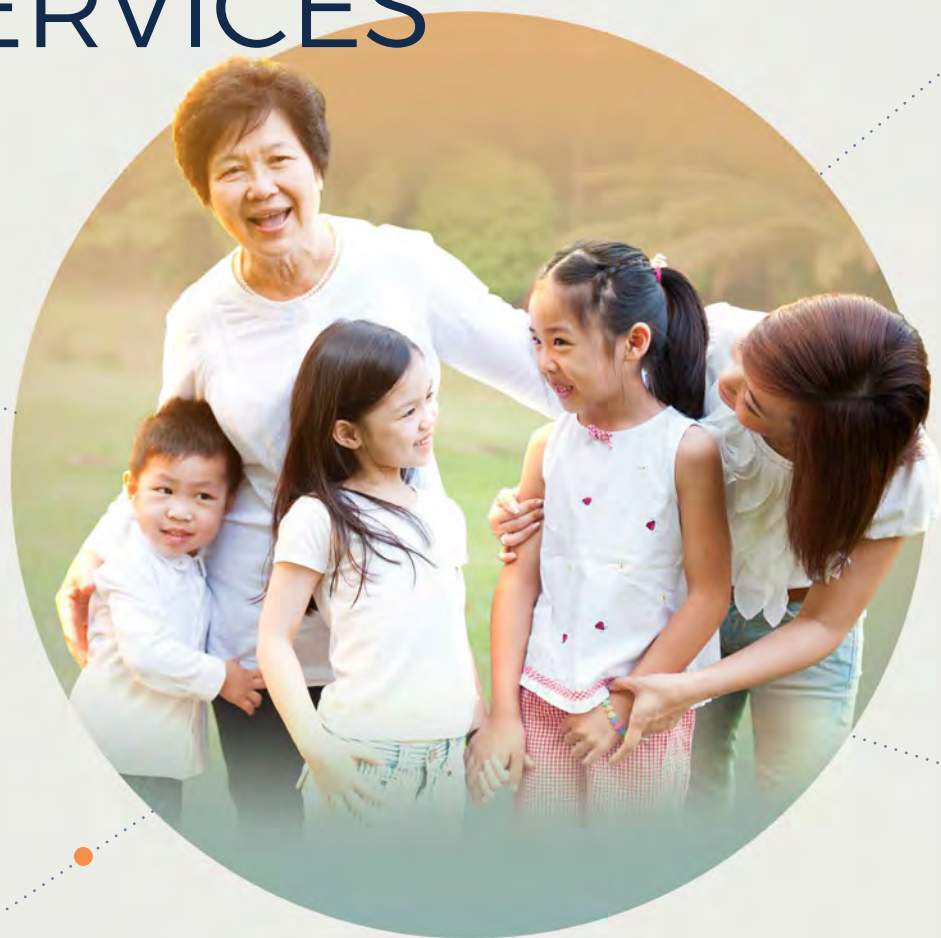
Media & Publicity

CNA 98.3 podcast on the topic of Strengthening Family Relationships



[Listen Now](#)

CHILDREN'S SERVICES



Introduction

At Morning Star Community Services, we believe that resilience begins in childhood and is nurtured within families. Our children's services are designed to empower young minds with the social-emotional skills needed to thrive, creating a strong foundation for a resilient future.

Whether through our Student Care services, interactive workshops, or targeted programmes, our mission remains the same: **to strengthen families, cultivate resilience, and empower the next generation to shape a thriving nation, one family at a time.**



Strengthening Families, One Evening at a Time

CareNights provides **free evening respite care for low-income working families, ensuring that children have a safe, structured environment while parents work or attend skills training.** By removing barriers to quality childcare, CareNights empowers families to build resilience and create better futures.

Key Components of CareNights

01

CareNights Evening Programme

Free, structured evening care for children aged 6 to 14 years old

Homework support, social-emotional learning (SEL) and enrichment activities

Children engage in play, workshops and learning, to build resilience and social skills

02

Parent & Family Support

Workshops and check-ins help parents enhance parenting skills and family bonds

Families are encouraged to join sessions, to strengthen parent-child interactions



03

Community & Volunteer Engagement

Volunteers provide mentorship, tutoring and enrichment activities

Corporate and community partnerships expand resources and enhance programme impact



New CareNights @ Hougang

support for families in Hougang, Sengkang, and surrounding areas

Served 95 children from 55 families



KEY HIGHLIGHTS OF CARENIGHTS IN 2024



128 caregivers received support



51 Volunteers contributed

Collaborations with Bloomberg, Filos Sg, Heartware Network, and The Resonance Project



Equipping Children with Social-Emotional Skills for Life

The EXSEL (Experiential Social-Emotional Learning) Programme is designed to **empower children facing behavioural and emotional challenges by equipping them with essential social-emotional skills**. Through structured activities, therapeutic interventions and collaborations with schools and social agencies, EXSEL fosters resilience, emotional regulation, and positive peer interactions.



Key Components of EXSEL

01

EXSEL for Schools & Special Needs Support

Support children with anger, hyperactivity or social challenges

Expanded to Salvation Army Gracehaven and Boys' Town Fostering Service

Helped special needs students regulate anger —immediate classroom improvements reported

02

Educator & Caregiver Training

35 Ministry of Education SEN Officers trained in SEL to support students with special needs

Provides Social-Emotional Learning (SEL) coaching for foster families and caregivers



03

Experiential SEL Activities & Individual Coaching

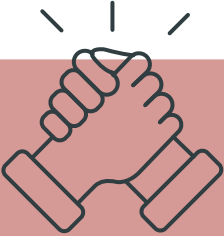
Use role-playing, guided reflection and hands-on SEL exercises to guide families and caregivers

Facilitated in small group settings



300+
children
were empowered with social-emotional tools

Supported MOE Special Educational Needs Officers (SENOs) and primary school teachers



KEY HIGHLIGHTS OF EXSEL IN 2024



Immediate improvements for special needs students

Positive feedback from educators and caregivers



Student Care Services

Nurturing Resilient Learners Beyond the Classroom

Morning Star Community Services' Student Care Centres **provide a safe, structured and enriching environment where children develop life skills, resilience and confidence beyond their academic curriculum.** Through a holistic approach to care, mentorship and enrichment, the programme supports working parents while empowering children to thrive socially and emotionally.



Key Components of Student Care Services

01

Academic & Social-Emotional Support

Daily homework supervision and academic guidance

Provides SEL activities to teach children self-regulation, problem-solving and social skills



02

Enrichment & Life Skills Programmes

2024 Holiday Workshops included:



Financial Literacy for Kids



Forensic Detectives



Blackout Poetry Art

03

Community Engagement

Community collaborations with Yakult, and children's outings with Decathlon and Kidz Amaze



Strengthened partnerships with community and corporate partners

70 new student enrolments after the 2024 Open House



KEY HIGHLIGHTS OF STUDENT CARE SERVICES IN 2024

140

children enrolled across centres



Holiday programmes and enrichment activities boosted children's confidence and creativity

FAMILY WELLNESS DIVISION



Empowering Families and Professionals for the Future

Morning Star Community Services continued its commitment to shaping the future by empowering families, educators and professionals through evidence-based training programmes. Focused on strengthening parenting skills, enhancing social-emotional learning (SEL) and promoting mental well-being, our training initiatives have provided vital support to communities navigating the complexities of modern life.

Programmes



Advancing SEL & Community Resilience



ASPIRE is a **suite of programmes** designed to **empower individuals across all ages and backgrounds, fostering resilience, emotional intelligence and strong community connections.** With an integrated and inclusive approach, ASPIRE provides tailored support to meet the diverse needs of children, youths, families and the wider community.

Key Components of ASPIRE

01

ASPIRE Junior

Launched in mid-2023, ASPIRE Junior supports disadvantaged families through social-emotional learning (SEL) workshops and community engagement activities.

89% of children improved in emotional regulation and self-help

90% of parents reported better communication with their children

Referrals from AWWA Transitional Shelter, ComLink @ SSO and Whampoa Family Service Centre



02

ASPIRE Youth

Launched in November 2024, ASPIRE Youth equips teens aged 13 to 18 years old with essential life skills, leadership abilities and SEL strategies.

Blended support to help teens thrive—academically, socially and emotionally

Helps to build leadership, decision-making, and resilience for future-ready, community-minded youths



03

ASPIRE InterGen



Bridging generational divides, ASPIRE InterGen promotes meaningful interactions between seniors and younger participants.

40 active seniors regularly attend fortnightly workshops

100% of seniors reported better mental wellness and stronger community connections

The initiative builds empathy, respect and stronger intergenerational bonds

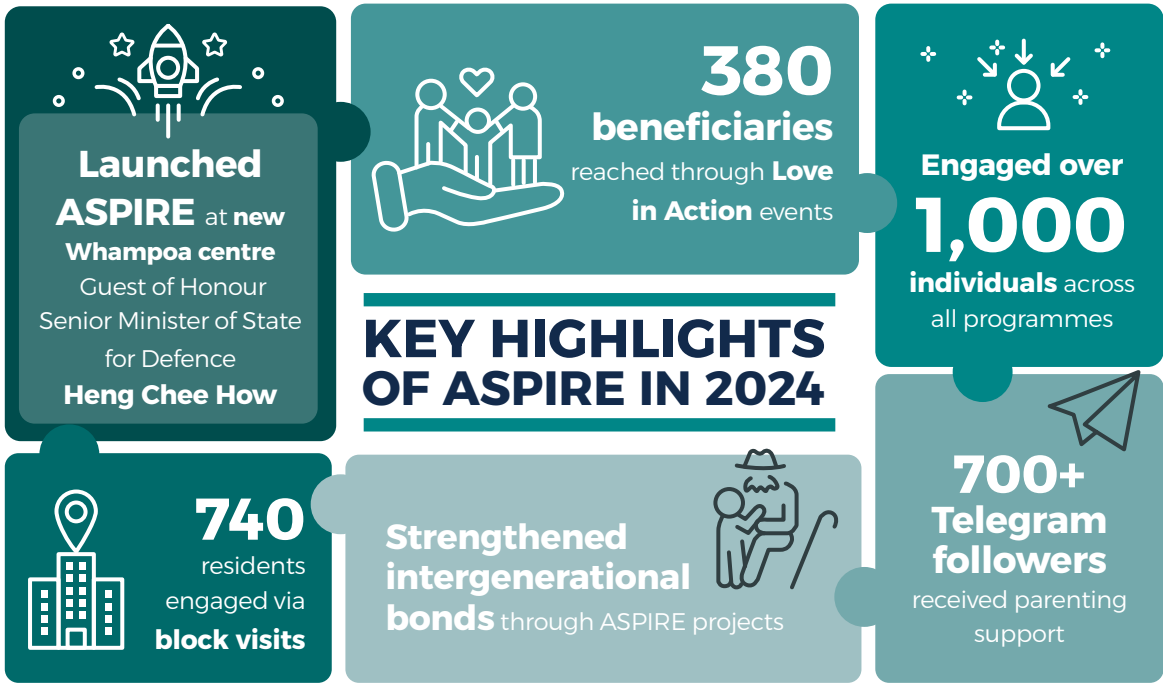
04

ASPIRE Study Kiosk (ASK!)

Recognising financial barriers to education, ASK! fosters free tuition assistance from university volunteers at ASPIRE @ Whampoa.

Weekly coaching provides inclusive learning for students of all economic backgrounds





Training



Building Resilience, One Brick at a Time



Brick Club @ Morning Star is a **structured play-based programme that leverages LEGO® to enhance social-emotional learning (SEL), teamwork and communication among children, families and intergenerational groups**. Through hands-on activities, participants develop problem-solving skills, patience and collaboration, and foster stronger relationships and resilience.

Key Components of Brick Club

01

Brick Club

Designed for children aged 6 to 12 years old, this programme enhances cognitive development, teamwork, and social interaction through guided LEGO® play.

109 children participated from July to December 2024

Programme encouraged turn-taking, conflict resolution and creativity

Held in schools, care centres and community spaces

02

Brick Club Family

A unique parent-child bonding programme, Brick Club Family strengthens family relationships through collaborative LEGO® building activities.

30+ families participated in 2024

Launched to strengthen positive family interactions

Programme encouraged cooperation, empathy, and shared problem-solving

03

Brick Club Prime

This initiative engages seniors to foster mutual learning and meaningful engagement.

Brick Club Prime was launched in March 2024, to engage seniors in creative LEGO® sessions.

Seniors participated in creative builds and storytelling, which fostered connection and reduced isolation



04

National Brick Club Family Challenge

Held in conjunction with the National Family Festival, this event brought families together for a fun and competitive LEGO® challenge.

15 families participated in the inaugural challenge on 8 June 2024

Promoted teamwork, appreciation, and problem-solving with strong positive feedback




109 children & 30+ families benefitted from structured Brick Club sessions


Launch of Brick Club Prime

KEY ACHIEVEMENTS OF BRICK CLUB IN 2024


Organised the **National Brick Club Family Challenge**, paving the way for an annual event

The Incredible Years Series

The Incredible Years Small Group Dinosaur (IYSD) programme continued to provide essential support for children aged 5 to 8 years old with behavioural and emotional regulation challenges. The structured 18-session intervention programme resulted in 20 to 30% improvement in children's focus and friendship skills.

We also hosted an online Group Leaders Training for The Incredible Years Autism & Speech Delay Parent Programme (IYAP), training 10 therapists to support parents of children with autism and speech delays.

20-30% improvement

in children's focus and friendship skills after they participated in the IYSD programme



PreVenture: Mental Well-being for Youths

PreVenture, an evidence-based prevention programme, provided personality-targeted interventions to help youths develop coping mechanisms and delay risky behaviours.

133 students participated in 18 targeted sessions

90% saw improved mental well-being and problem-solving skills

85% reported a boost in positivity and self-control



Purposeful Play:
Strengthening
Parent-Child
Bonds

Purposeful Play, introduced by **Families For Life @ Community**, is a 5-session family bonding programme designed for parents of children aged 0 to 6 years old. Parents learned **10 key techniques** that integrated play-based learning strategies to enhance parent-child interactions. The programme, which reinforces the importance of early childhood engagement, impacted **130 families across various venues**.

130

families

benefitted from Purposeful Play sessions



Signposts for
Building Better
Behaviour

The **Signposts** programme, conducted exclusively in person, remained in high demand. Implementing a strict **1 trainer-to-5 parents ratio**, Morning Star successfully facilitated **4 programme runs** for **20 parents**. Parents received practical strategies to manage behavioural challenges and strengthen positive parenting practices.

20 parents

completed all sessions



Topical Talks:
Knowledge
in Action

Our newest initiative, Topical Talks, introduced short 1.5-hour sessions covering diverse topics such as parenting strategies, resilience-building, and social-emotional learning. These talks were delivered both online and in person, engaging 820+ participants across schools and workplaces.

820+ participants

across schools & workplaces



On the Run:
Engaging
Digital Content

The launch of our **“On the Run” YouTube Podcast** brought mental health conversations into the digital sphere. Hosted by our staff, Shaun Liu and Harjit Kaur, the series delivered **10 engaging episodes** exploring mental health, self-compassion, and stress management. The podcast resonated with audiences, garnering up to **500 views per episode**.



Watch Now

10
episodes

500
views

per episode



Training for
Social Service
and Healthcare
Professionals

Facilitated a staff training workshop on Social Emotional Learning (SEL) strategies for therapists from The Extraordinary People Limited.



KK Women's and
Children's Hospital (KKH)
trained

14

therapists



PCF Sparkletots Tampines
trained

26 preschool
teachers

in SEL



Community of
Practice:
Internal
Training for
Morning Star
Staff

Morning Star launched an internal **Community of Practice** for ASPIRE, CareNights and Student Care mentors. Teams met to discuss best practices in mentor-child relationships and conduct skills-based workshops, so as to ensure that staff members are continuously upskilled to provide the highest quality care.



Case Management

Building Stability Through Holistic Support

Morning Star’s Case Management Services remains a critical pillar in ensuring families receive tailored interventions that address their unique challenges. In 2024, the programme continued to grow in impact.

23 new cases
received specialised support

61 active cases
remained under case management as of Dec 2024



Through structured intervention plans, families facing crises were supported in navigating complex issues, from financial instability to mental wellness concerns. A mother from the programme shared:

“I felt lost when my family situation spiralled out of control. With Morning Star’s guidance, we found solutions that helped us regain our footing and move forward.”

Looking ahead, we aim to expand our network of community partnerships and enhance follow-up support for long-term impact.

Counselling Services

Fostering Emotional Well-being Through Professional Support

In 2024, our Counselling Services continued to provide compassionate and professional therapeutic support to individuals, couples, and families.

88.5 hours
counselling sessions conducted at Sengkang & Whampoa centres
Cognitive Behaviour Therapy (CBT), Narrative Therapy, EMDR, & Theraplay methods used

Rise in demand
for parenting and behavioural support



One parent shared:

“The sessions helped me understand my child’s emotions better, and now we communicate more openly. The strategies I learned gave me confidence in handling difficult moments at home.”

Moving forward, we aim to enhance outreach programmes, introduce more group therapy options, and strengthen our collaborations with schools and social service agencies.

Governance Evaluation Checklist

Call for Action	Code	Response	Score
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Principle 1 The charity serves its mission and achieves its objectives.

1	Clearly state the charitable purposes (for example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity's governing instrument. Publish the stated charitable purposes on platforms (for example, charity portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Yes	2
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes	2
3	Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes; and monitor, evaluate and report the outcome and impact of its activities.	1.3	Yes	2
4	Document the plan for building the capacity and capability of the charity, and ensure that the Board monitors the progress of this plan. "Capacity" refers to a charity's infrastructure and operational resources while "capability" refers to its expertise, skills and knowledge.	1.4	Yes	2

Principle 2 The charity has an effective Board and Management.

5	The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	Yes	2
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Yes	2
7	Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity: a. Audit b. Finance. * Other areas include Programmes and Services, Fund-raising, Appointment/ Nomination, Human Resource and Investment.	2.3	Yes	2
8	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Yes	2
9	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years.	2.5	Yes	2
10	Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position). For Treasurer (or equivalent position) only: a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role. i. After meeting the maximum term limit for the Treasurer, a Board member's reappointment to the position of Treasurer (or an equivalent position) may be considered after at least a two-year break. ii. Should the Treasurer leave the position for less than two years and is subsequently re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer.	2.6	Yes	2
11	Ensure the Board members have suitable qualifications and experience, understand their duties clearly, and perform well. a. No staff should chair the Board and staff should not comprise more than one-third of the Board.	2.7	Yes	2
12	Ensure the Management team has suitable qualifications and experience, understands their duties clearly, and perform well. a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.	2.8	Yes	2

Call for Action	Code	Response	Score
3. The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break. For all Board members: a. Should the Board member leave the Board for less than two years, and subsequently re-appointed, the Board member's years of service would continue from the time he/she left the Board. b. Should the charity consider it necessary to retain a particular Board member (with or without an office bearer' position) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting). c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.	2.9a 2.9b 2.9c	Yes	2
3. For Treasurer (or equivalent position) only: d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years. i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting-refer to 2.9.b.	2.9d	Yes	2

Principle 3 The charity acts responsibly, fairly and with integrity.

15	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	Yes	2
16	Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise. a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.	3.2	Yes	2
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes	2
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes	2
19	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	Yes	2
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Yes	2

Principle 4 The charity is well-managed and plans for the future.

21	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).	4.1a	Yes	2
22	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as: i. Revenue and receipting policies and procedures; ii. Procurement and payment policies and procedures; and iii. System for the delegation of authority and limits of approval.	4.1b	Yes	2
23	Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	4.2	Yes	2
24	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3	Yes	2
25	Set internal policies for the charity on the following areas and regularly review them: a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer management; e. Finances; f. Information Technology (IT) including data privacy management and cyber-security; g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h. Service or quality standards; and i. Other key areas such as fund-raising and data protection.	4.4	Yes	2

Call for Action		Code	Response	Score
26	The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5	Yes	2
27	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6	Yes	2

Principle 5 The charity is accountable and transparent.

28	Disclose or submit the necessary documents (such as annual report, financial statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (for example, Charity Transparency Framework and so on).	5.1	Yes	2
29	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	Yes	2
30	The charity should disclose the following in its annual report: a. Number of Board meetings in the year; and b. Each Board member's attendance.	5.3	Yes	2
31	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Yes	2
32	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.	5.5	Yes	2
33	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice and resources to conduct their roles effectively. a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.	5.6a	Yes	2
34	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	5.6b	Yes	2
35	Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.7	Yes	2

Principle 6 The charity communicates actively to instil public confidence.

36	Develop and implement strategies for regular communication with the charity's stakeholders and the public (for example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	6.1	Yes	2
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes	2
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Yes	2

Our only assets are cash in the bank and that functions as a reserve for future projects or continuation of current programmes and services if needed.

Total Score	76
Percentage	100%
= (Total Score/Full Marks of 76) x 100%	

Our Team

Executive Management Team

● Mr Freddie Low Executive Director	● Ms Sherlee Choliluddin Manager Corporate Services
● Mr Rick Lee Deputy Director Family Wellness Division	● Ms Sandy Koh Senior Manager Student Care Services
● Ms Agnes Yeo Manager Finance	● Ms Allison Saradetch Manager Communications and Development
● Ms Justyna Ng Manager Programmes	● Ms Marie Khong Manager EXSEL Programme
● Ms Josephine Loh Senior Training Manager Family Wellness Division	● Mr Lemuel Baculanta Assistant Manager CareNights Programme

Morning Star Community Services Limited

● Address Blk 508 Bedok North Avenue 3 #01-369 Singapore 460508	● Auditor Kreston David Yeung PAC 128A Tanjong Pagar Road Singapore 088535
● Institution of a Public Character (IPC) Status Approved IPC since 1 October 2016 (IPC No. 201617675H) Current renewal valid from 1 July 2025 to 31 January 2028	● UEN No. 201617675H

☎ 6285 1377	🔍 www.morningstar.org.sg
📘 /morningstarsg	✉ mscs@morningstar.org.sg



To Donate
morningstar.org.sg/donate





To Volunteer
morningstar.org.sg/volunteer



Morning Star Community Services is governed by its Constitution, registered as a charity under the Charities Act (Chapter 37) on 27 November 2002 and as a Company Limited by Guarantee on 31 August 2016.

Acknowledgements

We extend our heartfelt appreciation to all individuals, organisations, partners, donors, volunteers, and supporters who journeyed with us in 2024. Your generosity, collaboration, and trust have enabled us to continue our mission to strengthen families and uplift communities. Every gift of time, talent, and treasure—no matter the size—has left an enduring impact. The following is an alphabetical listing of those who have played a meaningful part in our story this year.

A.....
Aishwarya Prabhat
Alan Chin
Aloys Ntaganzwa
Alpstar Management Services Pte. Ltd
Alvin Wang
Amanda Ling
Amornsit Atchariyabodee
Anand Vaibhav
Anastasia Amanda Beh Gaik Sim
Anastasia Cornelius
Ang Choo
Ang Guan Lan Louisa
Ang Kok Peng
Ang Wei Wei
Ang Yi Zhu
Ang Ze Yi
Angela
Anglican High School
Ann Ah Sio
Anne Choo
Anwardeen Riyazudeen
APSN Katong School
Ariyanto Budidarmo
Arumugam Pradeepan
Audrey Ng
Austyn Yong Xinkang
Aw Kwan Hong
AWWA Transitional Shelter
Awyong Yun Ting

B.....
Balakrishnan Nithya
Beatrice
Beatrice Cheng Bee Ong
Beauregard Ep Ta Magali
Bedok Green Primary School
Bedok Green Secondary School
Bedok South Secondary School
Bedok View Secondary School
Benjamin Tye
Bloomberg Singapore Pte Ltd

Boys' Town Fostering Service and
Sanctuary Care
Broadrick Secondary School
Bryan Chia Yun Chung
Byun Seong Jun

C.....
Cameron Low
Caritas Singapore
Catur Heru Wibowo
Chai Vern Vern
Chan Nang Chay
Chan Song Hua
Chan Yeng Seng Michael-John
Chandrasekar Sailesh
Chang Binglin
Chang Jun Jie
Chang Kwok Hoe
Chang Tse-Tsung @ Mark Chang
Chaow Goon Mun
Chee Cui Hui
Chen Aining
Chen Jiarong
Chen Jiewen Louis
Chen Su Lan Methodist Children's Home
Chen Swee Choy
Chen Yanyi
Cheong Zhan Zhi
Cheung Alex Ricardo
Chew Chui Yen
Chew Chun Sian
Chew Li Hui
Chew Sheng Feng
Chia De-Shen Elvin
Chia Hsih Chen Gregory
Chia Yim Ling
CHIJ Katong Convent School
CHIJ Katong Primary School
Ching Jia Yuen Alex
Chng Jun Liang Emmanuel
Chng Kian Hui Kenneth
Chong Allan

Chong In Hong
Chong Xin Di Cindy
Chong Yi Rui Tricia
Choo Koon Po
Chopra Shivam
Chow Kah Lai
Chow Tang Fei
Chow Wai Keat
Choy Xue Yean
Christ Gospel Fellowship
Christine Chin Jia Hui
Christoper Gunawan
Chua Cheng San
Chua Puay Yin Claris
Chua Sok Peng
Chua Weilun Jaron
Chuan Kin Fai
Chuang Xue Fen
Chung Chan Lee
Chung Cheng High School
Chung Pei Yee
Chung Seak Loong
Chuo Cher Shing
Cicilia
Clare Ann Kim
Clarissa Goh Tian Lee
Collective Designs Pte Ltd
ComLink @ SSO
Community Chest Singapore
Community Foundation of Singapore
Cynthia Oh Suchen
Cynthia Ong
Cynthia Tan

D.....
Daliah
Damai Primary School
Damai Secondary School
Dang Thi Minh Ha
Darach Tomas O Ciobhain
Dashayini Sambasivamurthy
David Anthony Koay Siang Hock

David Tan Wen Ze
Deborah Loh
Deepa Selvaraj
Deepak Jayakumar
Deshpande Sachin Pradip
Dev
Diana Tan
Ding Binghua
Dion Suryadi
Disie Khoo
Dyslexia Association of Singapore (DAS)
E.....
Ee Kar Yan
Emily Yi
Emmanuel Ng Qi En
Eng Wan Song
Eric Chang Siow Kwok

F.....
Fan Ching Yi
Far East Organisation
Fengshan Primary School
Filos Sg
Florence Ng
Fong Huey Sian
Fong Wai Keung
Fong Yee Yee
Fukuda Minori

G.....
Gabriel Sebastian Wangsadipura
Galimardanov Artur
Gan Siew Lian
Gan Wan Ni
Gauravaram Navalur
Georges Kuoch
Geylang Methodist School (Primary)
Ghode Vishwanath Parameshwar
Giri Amit
Goh Chew Ling
Goh Giok Hong
Goh Hock Guan
Goh Kok Soon
Goh Yan Qing
Golden Landmark Pte Ltd
Gopireddy Kartheek
Gorthy Anil Kumar
Gouda Mudukana
Grace Nah Thean Khim

H.....
Haig Girls' School
Han Yao Feng Wilson
Haven SchoolHouse
Heartware Network
Heng Chee Song
Heng Wee Kiat Vernon
Himani Tokas Dahiya
Ho Chiew Khoon
Ho Jia Jun Zhuan Zhang Dan
Ho Jin Ming Ginny
Ho Xing Lin
Ho Yi
Hoh Wei Jian
HomeTeamNS Bedok Reservoir
Hon Kim Foo

Hougang Zone 2 Residence Network
Huang Miaow Yi
Huin Yoke Ping, Melissa
Hwa Chong Institution
I.....
Ibnu Musalli Bin Hamid
Inah Sikat Dela Cruz
Infant Jesus Homes and
Children's Centres
International Business Capital (IBC)
Ivan Cheong
Ivy Goh Si Yao

J.....
Jade Ng Sin Ying
Jaslene Lee
Jasmine
Javern Sim Jun Yan (Shen Junyan)
Jaz Teo Lee Hee
Jeffrey Tan
Jessica Widjaja
Jhonny Virgo
Jhony Kuo-Chung
Jiang Pei
Jimmy Neo
Jin Chaerin
Joan Lee
Joanna Lim
Joanna Ong Soo Mun
Jodie Lin Huixian
Johnny Chai Ming Feng
Joseph
Judy Low
Jusak

K.....
Kaiken Minn Chia
Kampong Chai Chee Community
Club
Kampong Siglap Training Centre
Kan Kum Tim Ryan
Kang Hai Nguan
Kannan Kanagasabai
Karen Kah-Ling Kwok
Karen Lim Xiu Hui
Karra Sri Sushma
Katherine Wee
Kaul Akshay
Ke Zhenni
Kee Poh Hwee
Kho Hock San John
Khong Wei Xin
Kim Andrew
Kiran
Kiran Kumar Valluru
Kirsten Woo
KK Women's and Children's
Hospital (KKH)
Koh Chee Hoon
Koh Hui Ping
Koh Jong Yin
Koh Kah Bian
Koh Kim Hock
Koh Kong Wen
Koh Li Qing Wendy

Koh Tze Ern
Kolagani Ravi
Koo Zhi Xuan
Kp
Kristopher Haryadi
Kua Kai Chee
Kum By
Kumaran S/O Chandrasegaran
Kurniawan
Kwa Wen Yue
Kwan Ken Wee
Kwang Yee Ling
Kwek Han Min
Kyaw Ko Ko Soe

L.....
Lam Hazel
Lam Ming Ai
Lau Chin Siang
Lau Li Yong
Laura Tan
Lee Cheng Giap
Lee Heow Yong
Lee Karina Wing Yin
Lee Laura Choon Cheng
Lee Pei Chien
Lee Shuhui
Lee Siew Han
Lee Swee Hin
Lee Wei Mun
Lee Xiulin
Lee Xu Jia Joanna
Lee Yan Shan
Lee Yee Ling
Lee Ying Qin
LEGO Singapore
Lek Wai Kiat, Roger
Lem Xiang Chee
Leon Low Keng Woo
Leong Chong Hay Betty Michelle
Leong Choong Pak
Leong Kwong Joon
Leong Min Kee
Leow Kok Liang, Danny
Leow Li San
Lew De Jun
Li Hong
Li Shaoqun
Lim
Lim Aik Keong
Lim Boon Teck Roman
Lim Ern Chee
Lim Fei Fei
Kiran
Kiran Kumar Valluru
Kirsten Woo
KK Women's and Children's
Hospital (KKH)
Koh Chee Hoon
Koh Hui Ping
Koh Jong Yin
Koh Kah Bian
Koh Kim Hock
Koh Kong Wen
Koh Li Qing Wendy

Lim Shuhui Rina Mia
Lim Soo Tian Gloria
Lim Teck Chai Danny
Lim Teck Hoe
Lim Wee Ling
Lim Wei Ye
Lim Weicheng
Lim Yew Chuan Freddie
Lim Yijun
Lin Hsiao-Ying
Lin Shiu Leen
Lin Xian Fei
Lina Tan Pao Ling
Ling
Ling Ai Li Alice
Lionel Liow Xuan Qing
Lions Club Singapore Lotus
Liow Loo Chin
Lisa Lee
Liu Chun-Hsien
Liu Lin
Loh Chin Moi
Loh Hock Eng
Loh Keh Chuan
Loh Mui Ling Felicia
Loh Nee Ping
Loh Siang Hao
Loh Siew Choo
Loh Yit Shen
Loo Geok Choo
Low Chee Wee
Low Chia Joo
Loy Li Sean
Loyang View Secondary School
Lum Siok Ching Juliet
Lur Seok Leng
Lyanna Lim
Lynde Lim Li Lin
Lynna Lim Mei Hong
M.....
M Tan
Ma Chao
Maggie Chong
Maha Bodhi Primary School
Mak S K
Mak Wai Siong
Malandain David Claude Jean
Manjusri Secondary School
Manogren Murugan
Marcello Nusiner
Marcus Sebastian
Matthew Lai Weixiang
Mei Yi
Melissa Cheng Chee Kuan
Melissa Lee
Mellford Pte Ltd
Mendoza Mary Jane Quiambao
Michelle Lim
Michelle Yeo Hui Xian
MINDS Towner Gardens School
Ministry of Education (MOE)
Ministry of Social and Family Development (MSF)
Mohamed Basir Bin Satay

Mohamed Haziq Bin Musta
Mohammed Jaleesudeen Jalal
Mohana Rani D/O Suppiah
Mok Chee Keong
Moove Media Pte Ltd
Mountbatten Vocational Institute
Muhammad Zulhilmi Bin
Mohamad Suhaimi
My First Skool
N.....
Nadia Ingrida
Nair Sajitha Kuttykrishnan
Nanda Kumar Manikyam
Nanyang Academy of Fine Arts (NAFA)
Narayanan Ramaswamy
Natarajan Manickam
Natarajan Suresh Kumar
National Council of Social Service (NCSS)
National Junior College
National Library Board
National University Hospital (NUH)
Navneet
Naw Evelina Po
Nelson Lee Virgo
Neo Choon Chuan
Neo Kim Poh
Neo Loo Sin
Neo Poh Yee
Neo Shi Yan, Irene
Neo Wei Keong Frankie
Neo Zijing Angel
NeuGen
New Hope Community Services
New Life Community Services
Ng Chay Nee
Ng Chu Ying
Ng Chuin Ting
Ng Khai Mang
Ng Kim Suan Foundation
Ng Lay Hong
Ng Shi Yang
Ng Shiang Ling
Ng Siew Kiong Samuel
Ng Wei Siang
Ng Weng Kwai Philip
Ng Weng Wee Edwin
Ng Xiao Hui
Ngee Ann Primary School
Ngin Hoon Ping
Ngo Hui Ting
Nghoh Guang Xue
Nitin Palande
NJC Basketball Team
Nor Binte Mohamad Dan
Northlight School
Nur Aryati Binte Khairullah
Nur Fazilah Binti Abd Latif
Nur Raihah
Nur Shereen D/O Mohamed Rafi
Nurhafizah Binti Osman

O.....
Oen Mei Tin Corrinne
Ong Bee Soon
Ong Ing Kii
Ong Mui Cheu
Ong Qihan
Ong Serene
Ong Yann Tyng
Ong Yi Lin
Ong Yung Sheng Benjamin
Ong Zong Yi Bryan
Oo Hui Xian Clarice
Ooi Wei Aun
Opera Estate Primary School
Own Seak Chin
P.....
Palaniappan Siva
Pamela Quek
Pang Chee Ming
Pang Kah Gek
Pang Lee Keng
PAP Community Foundation
Sparkletots
Pathip Jeevan
Pattabhi Rajan
Pearly Sim
Peh Ah Choo
Pek Sek Khai
Periyamangudi Periyamangudi
Phang Chia May
Philip W K Ng
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Pohty
Poon Kin Mun Kelvin
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Rizalina Sikat Dela Cruz
Rohininaikar D/O Renganatha
Ros
Ryan Teo
S.....
S Kanthan Prakash
S V Gopinaathan
Sa Ziyang
Sabrina Chong
Sachin Shridhar
Sai Ram Nilgiri
Samantha
Saradevi D/O Gopal Prabhakaran

Satish Kumar Anbazhagan
See Bee Hoon
Seetha Viva
Seng Hon Tong
Seo Miju
Seow King Boon
Seror Jonathan Benjamin
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Shakirin Bin Sanip
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Shirley Hoo Sok Kuan
Shopana Selvakumaran
Shrikant Shrinivas Bhat
Siah Siew Synn
Sim Cheng Song
Sim Draw Yee
Sim Xing Hui Winnie
Simran Dsouza
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Singapore Repertory Theatre
Singapore Theatre Company
Sky Foundation
Sockalingam Laura Lavania
SP+ PTE. LTD.
Srivastava Amit Ashok
St Anthony's Canossian Primary School
St Anthony's Canossian Secondary School
St Stephen's School
Stella Khoo Ming Tsui
Stelle Lim Soak Ngee
STT Communications Ltd
Sulit Gina Marie Elloso
Sun Wei
Sylvia Lee
S.Navindharran
T.....
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Tam Yi Kwan Hillary
Tan Chay Kheng
Tan Chee Yee
Tan Cheo Tee
Tan Chin Tuan Foundation
Tan Fu Wei
Tan Han Boon
Tan Hong Beng
Tan Jia Hui
Tan Jin An Elwin
Tan Joo Wee
Tan Ke Yun
Tan Mei Chin Irene
Tan Phuay Miang
Tan Siau Hwee
Tan Sin Gee
Tan Somsri
Tan Soon Ann
Tan Toh Yong
Tan Wee Yeow
Tan Wei Jie
Tan Wei Ming Humphrey

Tan Wei Nan
Tan Wei Quan
Tan Ye Lin Lydia
Tan Yong Mong, Jerome
Tang Soo Yee Ellis
Tanjong Katong Girls' Secondary School
Tanjong Katong Primary School
Tanoto Foundation
Tao Nan School
Tay Eileen
Tay Kai Long Benjamin
Tay Kiam Pin
Tay Zhao Kai
Telok Kurau Primary School
Temasek Junior College
Temasek Primary School
Temasek Secondary School
Teng Tieu Kwee
Teo Chee Tong Violet
Teo Chuan Hock
Teo Edward
Teo Jing
Teo Siok Cheng
Teo Zhi Leng Priscillia Beatrice
Teo Zhongyu
Teoh Jun Ling
Teoh May Ling
Terence Foo Sheng Jie
Terrence Tan
Tey Yew Wei
The LEGO Group
The Salvation Army Gracehaven
Thet Hninn Sett
Tiong Xuei San
Toh Wei Jin
Toh Zhongyi
Tracy
Tran Dinh
Trevor Tang
Trizia May Sikat Dela Cruz
Tsai Wan-Yu
Tsang Chiew Hwa
Tung Ter Soon
Tyler Gan Zhao Liang
U.....
UK Online Giving Foundation
V.....
V K Kannapathy
V R Soorya
Vent Christian Luis
Vicks Yeow Pei Qi
Victoria School
Villacruz Manuel Henry li Adanza
Vincent Chip Kah Seng
W.....
Wan Kah Fei
Wang Min
Wang Shih Ching
Wang Su Luan & Family
Wang Xinning
Weatherstone Stuart Thomas
Wendy

Wenli
Winn
Winnie Goh
Wolf Roger Elmer
Wong Bob Yu
Wong Hui Shiung Kevin
Wong Khing Choon
Wong Lai Mun
Wong Sun Kwai
Wong Wai-Mun Richard Michael
Wong Wei Teck
Wong Zhou Er
Woo Pei Fern Elena
Wu Pik Kwan
X.....
Xaverie Lim
Xavier Ng Jia Hui
Xu Yu Juan
Y.....
Yak Junye
Yang Kok Pin
Yang Liu
Yap Soon Tiong
Yau Meng Wee Joses
Ye Kyaw Paing
Yee Mei Chan
Yeo Jun Xian Darren
Yeo Puay Hoon
Yeo Shun Ting
Yeo Tsin Yaw
Yeo Ya Yan Winifred
Yim Wai Tsun
Yio Yang Zi
Yip Peng Hon
Yishun Secondary School
Yogarany Kalaidasan
Yogesh Sharma
Yong Chee Hen
Yong En Care Centre
Yong Wan Ting
Yoon Zi Tong
Yu Mohan
Yu Neng Primary School
Yu Yin Ting
Yvonne
Z.....
Zen Oh
Zhang Jingyi
Zhang Weilong
Zhou Junhua
Zhou Yang
Zhou Zihui
Zhu Qing
Zhuo Peifen
Zoila Vale Andoy

