

Nurturing Families, **Shaping Our Nation**



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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

Singapore celebrates 60 years as an independent nation this year. The year 2025 also marks a meaningful milestone for Morning Star Community Services (MSCS) – our 25th anniversary. As we reflect on how far we have come, we renew our commitment to the families and communities we serve.

For a quarter of a century, MSCS has remained steadfast in its purpose: to nurture resilient individuals and strong family bonds through social-emotional learning, parenting support and community-based programmes. It is our firm belief that the parent-child relationship is the building block of a healthy family, and that by strengthening this foundation, families become stronger and more resilient.

Nurturing is a lifelong commitment. It takes patience, presence and perseverance. Through the years, MSCS has been quietly but steadfastly walking alongside parents navigating daily

challenges, supporting children as they learn to regulate their emotions, and strengthening families facing the realities of modern life. We will continue to remain dedicated to our mission of strengthening the parent-child relationship.

This conviction shapes every programme we run – from social-emotional learning for children to parenting support, mentoring and community training. At its heart, our work is about strengthening the bond between parent and child, because we believe this relationship is the foundation upon which strong families and resilient communities are built.

This year also marks the beginning of a new chapter. As I take over the role of Chairman from Mr Kelvin Poon, I am deeply grateful for his astute leadership over the past nine years, which has guided MSCS to where we are today. I am also thankful for the unwavering dedication and heart of our management and staff.

Together with my fellow board members – including our newest member, Mr Gerard Seng – we will continue to uphold the values that define MSCS: compassion, collaboration and constancy in care.

I would also like to express my heartfelt thanks to Ms Kit Tan, who stepped down from the Board this year. Her contributions and insights have enriched our deliberations, and we wish her every success in her future endeavours.

We are also deeply grateful to our major funders and partners – including Caritas Singapore, the Ministry of Social and Family Development (MSF), the National Council of Social Services, Community Chest, and the President's Challenge – whose trust and partnership have enabled our work. Their continued support strengthens our collective efforts to uplift families, especially those who need it most.

In 2025, our programmes have continued to reach families across different life stages – from early intervention and student care to family wellness and community outreach. Each initiative carries a simple yet profound belief: when families thrive, communities flourish, and together, we shape our nation's future.

As we celebrate this milestone, we also look ahead to nurture the next generation with the same care and conviction that have guided us these past 25 years. To every partner, donor, volunteer and colleague who has journeyed with us, thank you for believing in the power of nurturing families, and shaping our nation together.

Bernard Yee Chairman

Morning Star Community Services



2025 SPOTLIGHT

SELebrate! Nurturing Emotional Awareness through Art

Being aware of our emotions is the first step to stronger relationships

In 2025, Morning Star Community Services' SELebrate! initiative took centre stage as a community-wide movement to nurture emotional awareness through art.

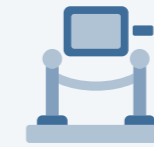
Implemented across seven primary schools and culminating in a public exhibition at Bedok Library, SELebrate! invited over 400 children to explore how colours and emotions connect —

expressing feelings of joy, sadness, calm and courage through creative forms.

Beyond art, SELebrate! is a reminder that emotional literacy is at the heart of family wellness. By helping children recognise and manage their feelings, Morning Star Community Services aims to strengthen the relationships that shape their homes and communities.



7 Schools implemented SEL-art lessons



60+ artworks showcased at Bedok Library



A Straits Times feature spotlighted how art builds children's emotional resilience



SCAN TO READ

WHY IT MATTERS

When children understand their emotions, they relate better to themselves, to others, and to their families. That is how social-emotional learning becomes family learning



SELebrate! Workshop



SELebrate! Artworks on display and workshops

EMPOWERING CHILDREN

Student Care | CareNights | EXSEL

Every child deserves a safe place to learn, play and grow

Morning Star Community Services' Children's Services – Student Care, CareNights and EXSEL – create nurturing, structured environments where children develop resilience, social-emotional skills and confidence. Student Care centres blend homework supervision with play-based enrichment, creating safe spaces where children grow in confidence and bring those skills home to their families.

CareNights provides evening respite care for working families, strengthening stability and connection within the parent-child relationship. EXSEL supports children with emotional or behavioural challenges through targeted social-emotional learning (SEL) coaching for teachers and caregivers. Together, these programmes ensure that no child is left behind in a safe, caring community.



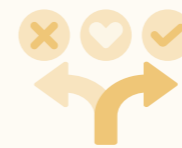
140 children supported at 4 Student Care centres (enrolment up by 8% from 2024)



95 children provided evening care via CareNights



95 % showed typical SEL development (from 92% in 2024)



83 % improved decision-making and empathy (up from 78%)



80 % of parents reported better family communication

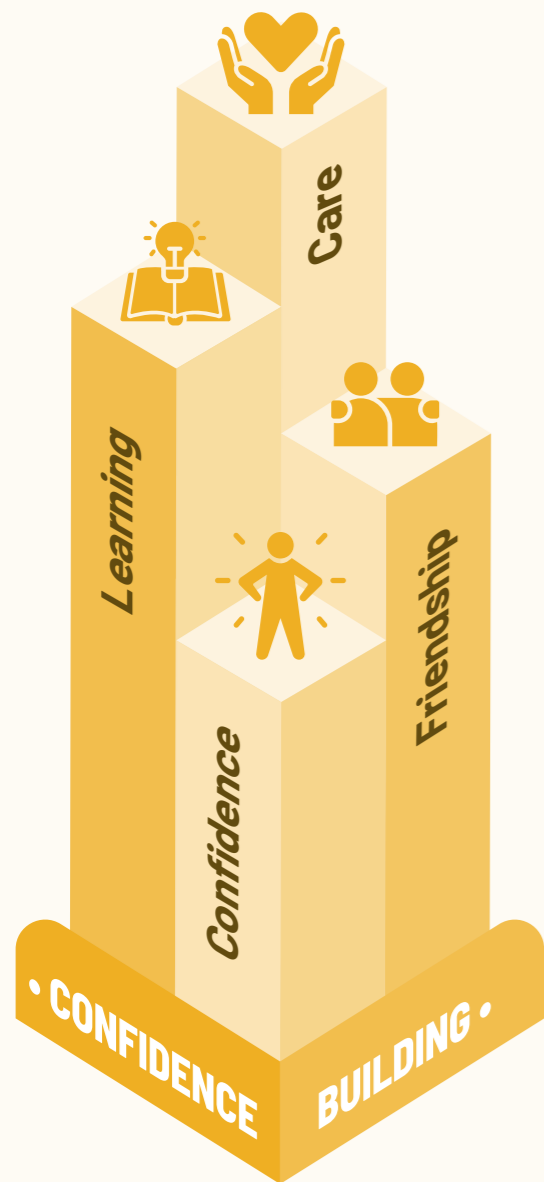


300+ children & caregivers equipped with SEL skills through EXSEL





Student Care programmes



STRENGTHENING CHILDREN, YOUTH & FAMILIES

ASPIRE | Brick Club | PreVenture |
Counselling & Case Management

When youth & families grow stronger together, communities thrive

From mentoring and LEGO® play to mental wellness promoting, Morning Star Community Services' youth and family programmes build connection and resilience across generations. ASPIRE engaged over 1,000 individuals in 2025 through community events and family workshops, while Brick Club strengthened parent-child bonds through structured play. PreVenture's

personality-based workshops supported secondary-school students in coping with stress and risky behaviours, achieving 90%* improved mental well-being. Morning Star Community Services' counselling team integrated case support across programmes. At the heart of these efforts is a shared goal: to build trust, communication and resilience within the parent-child relationship.

** data gathered from surveys and feedback forms*

1,200 participants across ASPIRE programmes (up 20% from 2024)



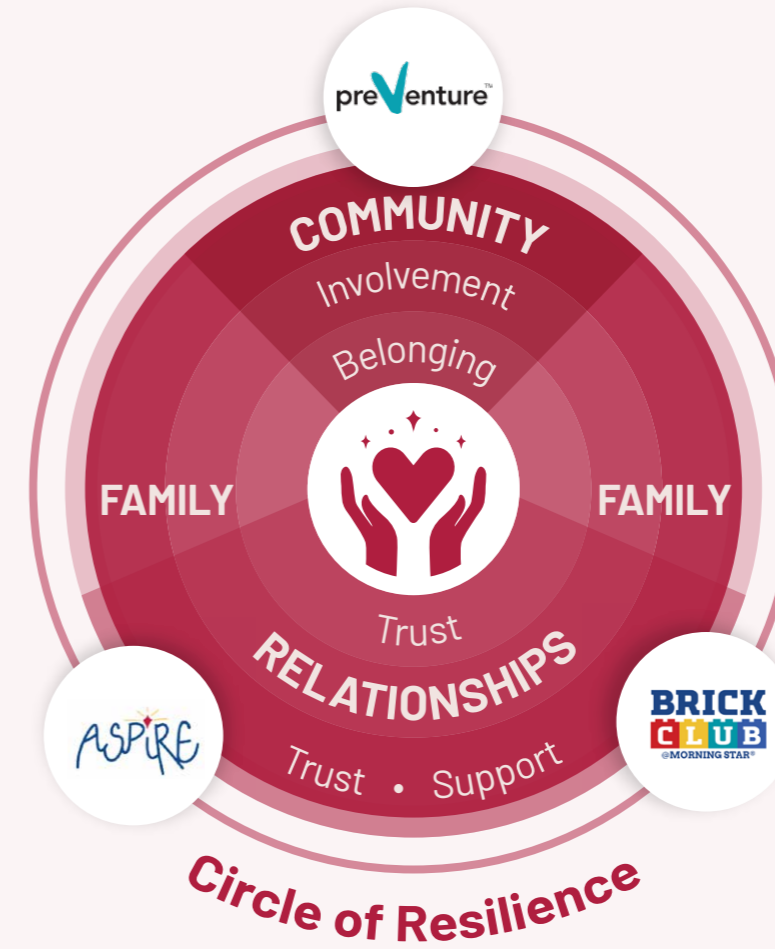
139 families engaged in Brick Club (up from 120)



90% of PreVenture youths improved coping skills (up from 86% in 2024)



120 cases supported by Counselling; 1 in 3 were cross-referrals (up from 1 in 4)



BUILDING COMMUNITIES

The Incredible Years® Small Group Dinosaur Programme (IYSD) | Training | Families For Life (FFL) @ Community

Strong families build strong neighbourhoods. And strong families begin with strong parent-child bonds

Through family education and training, MSCS extends its impact beyond individual households to whole communities. The FFL @ Community initiative engaged over 2,000 participants through Purposeful Play, Signposts and Topical Talks. The Incredible Years® series trained educators and parents to manage behavioural challenges, while our Training and Development team equipped social-service and healthcare professionals to apply SEL principles in their work.

By building skills and networks of support, Morning Star Community Services helps families and communities thrive together.



Purposeful Play sessions at various preschools



Signposts workshops at our Bedok North centre



2,523 participants in FFL programmes (up from 2,086 in 2024)



88 % of parents felt more confident managing family stress and communication (up from 82%)



35 educators trained in Incredible Years® methods (up from 30)



New collaborations with the Agency for Integrated Care (AIC) and PAP Community Foundation (PCF) extended SEL to preschools



Incredible Years® Dinosaur Programme- Children learning to problem solve and work together



Dinosaur puppets help children understand big emotions

MOMENTS OF NURTURE, FUTURES IN BLOOM

Each story reflects the quiet but powerful work of strengthening parent-child relationships – one family at a time.

These are the stories of children, youth, and families who have grown with MSCS – where art became healing, evenings became safe, and learning became love.

Together, they show what it means to nurture families and shape futures.



FROM CARE TO CONFIDENCE

Morning Star Community Services helped me become confident – I want to do the same for other kids.

– Zi Yi, Student Care alumna



Zi Yi at 7 years old

When Zi Yi first joined Morning Star Community Services Student Care at age seven, she was a quiet girl whose parents worked long hours.

Over the years, the centre became her second home – a place filled with laughter, art, homework sessions, and friends who made her feel seen. Encouraged by caring

mentors such as Ms Shanfen, Zi Yi learned to manage her emotions, speak up, and believe in herself.

Her journey reflects what happens when children grow up in an environment that nurtures both learning and heart.



Guided learning in a nurturing Student Care environment

FINDING HOPE: A PARENT'S JOURNEY

My son still looks forward to his Incredible Years® sessions till today. He is more accepting of feedback and is able to express his feelings to teachers.

– Lenia, parent



When her eldest child began struggling with anger and social challenges, one mother felt she had reached her breaking point. Traditional therapies were not creating lasting change, and ongoing school feedback left her discouraged.

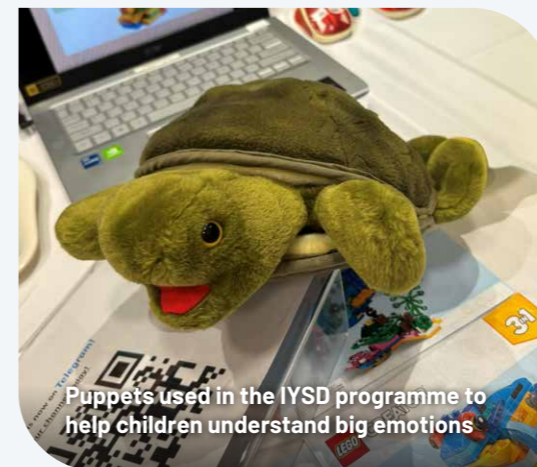
“We had quite negative feedback from school at the start of the year, and I thought, you know what? Let’s give it a try,” she says, recalling the moment she decided to enrol her son in the Incredible Years® programme.

Unlike typical one-on-one sessions, Incredible Years® offered something different: interactive group-based learning. Through play,



role-modelling, activities and simple games, children practise managing emotions, following rules, and responding to real-life social situations.

The change, she says, was remarkable. At home and in school, she began noticing steady improvements. Her son grew better at regulating his emotions, and behaviours like yelling or throwing things in class started to fade away.



Puppets used in the IYSD programme to help children understand big emotions



Lenia's testimony

THE HEART OF A MENTOR

Every child has potential – they just need someone to believe in them.

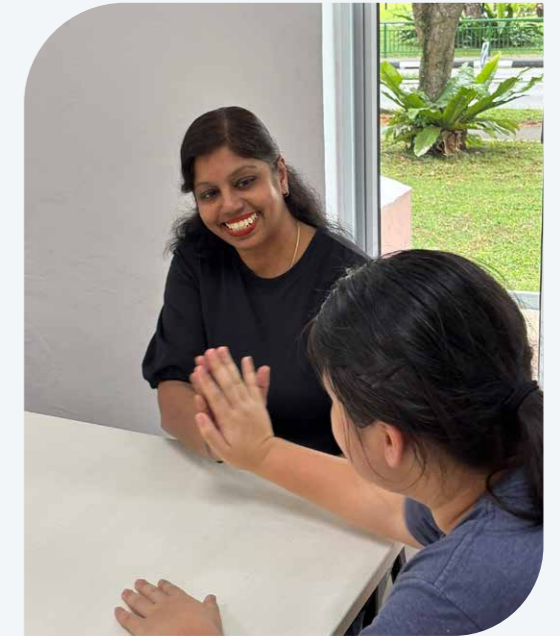
– **Seethalakshmi Govindasamy,**
Senior Mentor, ASPIRE Junior



For Seethalakshmi Govindasamy, Senior Mentor at MSCS' ASPIRE Junior programme, every small change in a child is a sign of hope.

She remembers one quiet girl who rarely spoke in class. Over time, Seetha gently encouraged her to share her ideas during group activities. By the end of the year, that same child volunteered to lead a presentation, a moment Seetha says she will never forget. "Seeing a child find her voice reminds me why I do what I do."

Through patience and empathy, Seetha has helped many children from challenging family situations discover confidence, curiosity and joy in learning. She believes that mentorship is about listening first and understanding each child's story before guiding them forward.

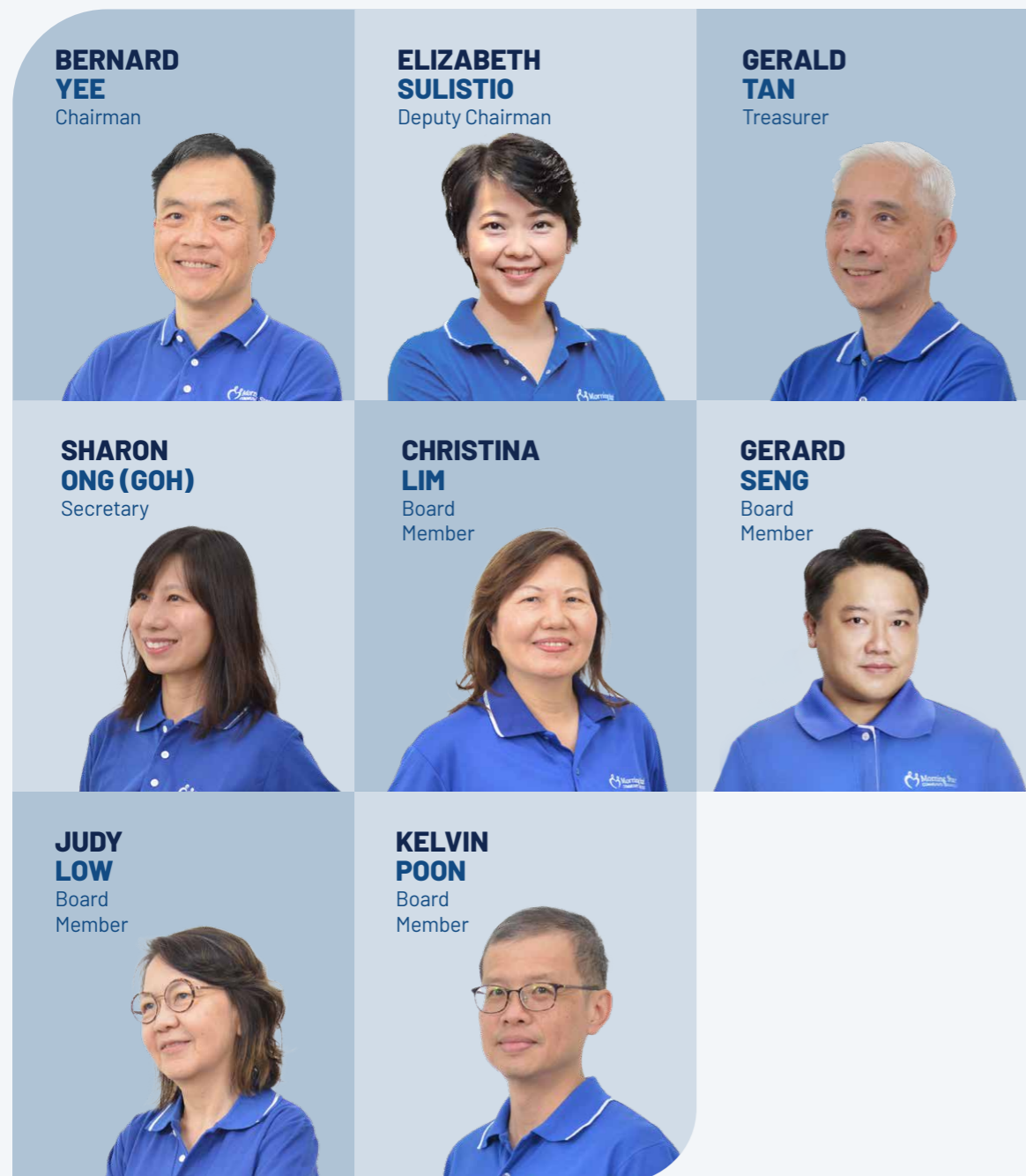


"Every child has potential," she shares. "Sometimes they just need someone to believe in them."

Her journey reflects the spirit of Morning Star's mission – nurturing families by empowering those who nurture others.



BOARD OF DIRECTORS



BOARD ATTENDANCE SUMMARY

Name	Designation	Attendance
BERNARD YEE	Chairman	4 / 4
ELIZABETH SULISTIO	Deputy Chairman	4 / 4
GERALD TAN	Treasurer	4 / 4
SHARON ONG (GOH)	Secretary	2 / 4
KELVIN POON	Board Member	3 / 4
CHRISTINA LIM	Board Member	4 / 4
JUDY LOW	Board Member	4 / 4
GERARD SENG	Board Member <i>(appointed December 2025)</i>	1 / 1

EXECUTIVE MANAGEMENT TEAM

MR FREDDIE LOW
Executive Director

MR RICK LEE
Deputy Director
Family Wellness Division

MS AGNES YEO
Manager
Finance

MS JUSTYNA NG
Manager
Programmes

MS JOSEPHINE LOH
Senior Training Manager
Family Wellness Division

MS SHERLEE CHOLILUDDIN
Manager
Corporate Services

MS SANDY KOH
Senior Manager
Student Care Services

MS ALLISON SARADETCH
Manager
Communications and Development

MR LEMUEL BACULANTA
Assistant Manager
CareNights Programme

MS YASODHAA BALAKRISHNAN
Assistant Manager
Partnership Development

GOVERNANCE EVALUATION CHECKLIST

CALL FOR ACTION	CODE	RESPONSE
Board Governance		
1 Induction and orientation are provided to incoming governing board members upon joining the Board. Are there governing board members holding staff ¹ appointments? (skip items 2 and 3 if "No")	1.1.2	Complied No
2 Staff does not chair the Board and does not comprise more than one third of the Board.	1.1.3	
3 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	
4 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.	1.1.7	Complied
5 All governing board members must submit themselves for re-nomination and re-appointment, at least once every 3 years.	1.1.8	Complied
6 The Board conducts self evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter. Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if "No")	1.1.12	Complied No
7 The charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years.	1.1.13	
8 There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied
Conflict of Interest		
9 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
10 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		
11 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 Volunteer² Management		
12 The Board approves documented human resource policies for staff.	5.1	Complied
13 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
14 There are processes for regular supervision, appraisal and professional development of staff. Are there volunteers serving in the charity? (skip item 15 if "No")	5.5	Complied
15 There are volunteer management policies in place for volunteers.	5.7	Complied
Financial Management and Internal Controls		
16 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
17 The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied
18 The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied
19 The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks.	6.1.4	Complied
20 The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure. Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 21 if "No")	6.2.1	Complied Yes
21 The charity has a documented investment policy approved by the Board.	6.4.3	Complied

CALL FOR ACTION	CODE	RESPONSE
Fundraising Practices		
22 Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 22 if "No") All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Yes Complied
23 Did the charity receive donations in kind during the financial year? (skip item 23 if "No") All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	Yes Complied
Disclosure and Transparency		
24 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. Are governing board members remunerated for their services to the Board? (skip items 25 and 26 if "No")	8.2	Complied No
25 No governing board member is involved in setting his own remuneration.	2.2	
26 The charity discloses the exact remuneration and benefits received by each governing board member in its annual report. OR The charity discloses that no governing board member is remunerated. Does the charity employ paid staff? (skip items 27, 28 and 29 if "No")	8.3	No
27 No staff is involved in setting his own remuneration.	2.2	
28 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	
29 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 ³ belonging to the Executive Head ⁴ 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	
Public Image		
30 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

Notes:

¹ Staff: Paid or unpaid individual who is involved in the day to day operations of the charity, e.g. an Executive Director or administrative personnel.

² Volunteer: A person who willingly serves the charity without expectation of any remuneration.

³ Close member of the family: A family member belonging to the Executive Head or a governing board member of a charity –

(a) who may be expected to influence the Executive Head's or governing board member's (as the case may be) dealings with the charity; or

(b) who may be influenced by the Executive Head or governing board member (as the case may be) in the family member's dealings with the charity.

A close member of the family may include the following:

(a) the child or spouse of the Executive Head or governing board member;

(b) the stepchild of the Executive Head or governing board member;

(c) the dependant of the Executive Head or governing board member.

(d) the dependant of the Executive Head's or governing board member's spouse.

⁴ Executive Head: The most senior staff member in charge of the charity's staff.

THANK YOU

Morning Star Community Services is deeply grateful to the many partners, funders, donors, volunteers, and friends who have walked alongside us in our mission to strengthen families and communities.

Each contribution – whether financial, in-kind, or relational – has played a meaningful role in enabling our work and extending our impact.

PRINCIPAL PARTNERS



OUR COMMUNITY OF SUPPORT

• Donors

A

Adeline Gu
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Alpstar Management Services Pte. Ltd
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Lynn Lim Soh Lin Kheng

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Ng Weng Kwai Philip
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Yeo Puay Hoon
Yeong Hui Jing
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AEW Real State Singapore
AIA Singapore

C
Crocodile Foundation

E
Extraordinary People

F
Fairmont Hotel
Far East Organisation

H
Hougang Zone 2 Residence Network

I
International Business Capital Pte Ltd

J
Jones Lang LaSalle

L
LEGO Singapore

M
Metropolitan YMCA
National University of Singapore (NUS)

S
Saint Joseph's Institution
Stack Infrastructure
S&P Global
Sofitel Hotel

U
United Overseas Bank

• Partners

4PM Malay Youth Association

A
Allkin Family Service Centre
@Sengkang and Punggol
AWWA
Arts Flag Community

B
Bedok Green Primary School
Bedok Green Secondary School
Bedok South Secondary School
Bedok View Secondary School
Broadrick Secondary School
Bendemeer Secondary School
Better Vision

C
CHIJ Katong Convent
CHIJ Katong Primary School

CHIJ Our Lady of Nativity
CHIJ Sanctuary for Children
Chung Cheng High (Main)
Civil Service Club
Club Heal
Community Foundation Singapore
Care Corner, Toa Payoh
Care Corner Youth Corp Development
Catholic High School
Compassvale Secondary School
Covenant Family Service Centre

D
Damai Primary School
Damai Secondary School
Dunman High School

E
Eurasian Association
Extra Ordinary People Ltd

F
Fengshan Community Centre
Fengshan Primary School
Fuchun Primary School
Filos. Sg

G
Geylang Methodist Primary School
GiveAsia

H
Haig Girls' School
Haven School House
Hougang Zone 2 Resident Network
Hougang Primary School
Hougang Sheng Hong Family Sservice
Centre (FSC)
Heartware Network
Holy Innocents High School

I
Institute of Mental Health (IMH)

J
JP Morgan Chase
Jalan Besar Social Service Office

K
Kaki Bukit Community Centre
Kampung Chai Chee Community Centre
Kandang Kerbau Hospital Children &
Women's Hospital
Kong Hwa School

L
Little Shepherds Schoolhouse

M
Madrasah al-Maarif
Maha Bodhi School
Manjusri Secondary School
MINDS Towner Gardens School
MyFirst Skool
Ministry of Social and Family Development
(MSF), Rehabilitation and Protection Group
Montfort Care Child Protection
Montfort Junior
Methodist Welfare Services Singapore

N
National Library Board
New Life Student Care
New Hope Community Service
Northlight School
National Volunteer and Philanthropy Centre

Nanyang Junior College
National Junior College
National University of Singapore Library
National Junior College Western Dance
Club
NUS CNM Connects
NUS TeachSG

O
Opera Estate Primary School

P
Pei Hwa Secondary School
Perdaus Cinta Abadi MUIS
Prisca Teng

R
Red Swastika School
Resonance Project

S
Skool4Kidz
St Anthony's Canossian Primary School
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St Stephen's School
Star Learners Childcare
Sunflower Childcare Group
Singapore Management University Project
Teung
SG Cares @ Jalan Besar
SG Cares Hougang Volunteer Centre
SG Cares Jalan Besar Volunteer Centre
SG Cares Sengkang Volunteer Centre
St Patrick's School

T
Tanjong Katong Girls' Secondary School
Tanjong Katong Primary School
Tanjong Katong Secondary School
Tao Nan School
Telok Kurau Primary School
Temasek Primary School
Temasek Secondary School
Tzu Chi University, Taiwan
TRANS Family Services, Bedok
Thye Hua Kwan Moral Charities (THKMC),
Bedok

V
Victoria School

W
Whampoa Family Service Centre

Y
Yishun Primary School
Yu Neng Primary School

VOLUNTEERS & FACILITATORS

We also thank the many individuals who gave their time, skills, and care – mentoring children, supporting families, and strengthening our programmes throughout the year.

