



BETHEL
COMMUNITY
SERVICES

2025

ANNUAL REPORT

EMPOWER, ENGAGE & UPLIFT OUR COMMUNITY



WWW.BETHELCS.ORG.SG

ABOUT BETHEL COMMUNITY SERVICES (BCS)

Bethel Community Services (BCS) is a non-profit charitable organization and is officially registered with the Registrar of Societies in August 2004. It became a charity under the Charities Act in September 2004 and was admitted as a member of the National Council of Social Service (NCSS) in July 2007. BCS has been approved as an Institution of a Public Character (IPC) from 1 September 2024 to 31 January 2027.

UNIQUE REGISTRATION NUMBER (UEN)

T04SS0113A

IPC REGISTRATION NO.

CPPR-240513-000002

REGISTERED ADDRESS

Blk 114 Aljunied Ave 2 #03-75 Singapore 380114

GOVERNING INSTRUMENT

Constitution

AUDITOR

Baker Tilly TFW LLP

BANKER

United Overseas Bank (UOB)

80 Raffles Place, UOB Plaza, Singapore 048624



OUR VISION

As a vibrant change agent, we exist to be a visible expression of Christ's love, care and compassion to the community.



OUR MISSION

We exist to reach out and empower the community through holistic community-based services and programmes to maximize the God-given potential of each individuals.

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MESSAGE FROM OUR CHAIRMAN

2025 is my first year as Chairman of Bethel Community Services (BCS) and I thank God for the amazing contribution from my predecessor and Founding Chairman, the late Rev Dr Chia Beng Hock and the Management Committee in providing strong leadership to navigate BCS through challenging but rewarding moments.

Registered as a Society in August 2004 and recognised as a Charity by the Commissioner of Charities, BCS has been actively involved in the Geylang East Central community for more than 20 years. Presently a full member with the National Council of Social Services (NCSS) and conferred the Institution of A Public Character (IPC) status in July 2007, BCS is like the mustard seed as described in the bible in Mark 4:30-32. Although it is the smallest of all seeds on earth, yet when planted, the mustard seed grows to become the largest of all garden plants, with such big branches that birds gather to perch in its shade.

From one that focuses primarily on children and student care, like the mustard seed, BCS has grown and evolved to provide a range of services to meet the needs of both the young and seniors such as TCM clinic, health talks, befriending programs, line dancing, karaoke and seniors' exercises etc. Through these activities, BCS hopes to be a hub where residents in our community gather to interact, enjoy themselves, make friends and participate in meaningful activities; just like the birds that gather on the branches of the mustard tree as described in the bible.

The Aljunied, Geylang East and MacPherson community is one where there are many underprivileged; with many staying in rental flats. Many are elderly and most of them are either living alone or with just their spouses. Quite a few households are on social assistance from the government or other social agencies. This is the community where God has placed us, and where we have many opportunities to do good works to Bless, Care and Share with them, and to make a difference in their lives.

That said, this is only possible because of the partnership and generosity of our donors, supporters and volunteers. They have helped us turn our vision into reality; hope into action; and actions that will make a tangible difference and lasting impact in the lives of the residents in our community.

There is still much to be done, but with God's help, I am confident that we can emerge a kinder, more compassionate and resilient community.

May the Lord continue to bless the works of BCS!

WONG YEW KEONG

Chairman, Bethel Community Services
& Senior Pastor, Bethel Assembly of God



MESSAGE FROM OUR EXECUTIVE DIRECTOR

Over the past year, we have witnessed not only the growth of businesses around us, but also a deepening awareness of the role organisations can play in shaping a more caring and inclusive society. More than ever, success is being defined not just by financial outcomes, but by the positive impact made in the lives of others.

In 2025, Bethel Community Services (BCS) was privileged to partner with a number of corporate organisations on their Corporate Social Responsibility (CSR) initiatives. Through these meaningful collaborations, we saw lives touched in simple yet significant ways - bringing hope, joy, and encouragement to individuals and families in need. These partnerships also created opportunities for organisations to live out their values, strengthening trust while contributing to lasting social and environmental change. We are deeply encouraged by the growing number of partners who have chosen to journey with us in this shared purpose.

A particularly heartening milestone was the launch of our Kampung Kelapa initiative in August 2025 at Blk 65A Circuit Road. Over the months, it has been inspiring to see residents stepping forward to care for one another - volunteering their time, building friendships, and even sharing small tokens such as snacks with their neighbours. These everyday acts of kindness reflect the spirit we hope to nurture: a renewed sense of belonging and the revival of the kampung spirit within the community.

We believe that every organisation, regardless of size or industry, has the ability to make a meaningful difference. Whether through volunteering, sponsorship, or collaboration, every contribution - no matter how small - adds to the collective effort of building a stronger and more compassionate society. True impact happens when people and organisations come together with a shared heart to serve.

As we step into 2026, we look forward to continuing this journey with renewed purpose. BCS remains committed to serving the diverse needs of our community, from children and youth to families, seniors, and individuals. We will continue to grow our efforts in Aljunied, Geylang East, and MacPherson, striving to be a light of hope and support to those we serve.

GRACE TAN
Executive Director



MANAGEMENT COMMITTEE



Ps Wong Yew Keong

Chairman (2025)
Vice Chairman (2023-2024)
Senior Pastor
Bethel Assembly of God



Dr Tan Eng Chun

Vice Chairman (2025)
Committee Member (2015-2024)
Family Physician



Philip Teo

Honorary Secretary
(since 2015)
Committee Member
(2011 - 2015)
Former Financial Advisor



Darienna Foo

Honorary Treasurer (2025)
Tax Manager
Toyota Motor Asia
(Singapore) Pte Ltd



Dr Ong Pui Sim

Committee Member
(since 2015)
Psychiatrist



Irene Sng

Committee Member (2025)
Centre Head
Community Mental Health
Intervention/
Psychiatric Rehabilitation
Day Centre



Steven Foo

Committee Member
(since 2019)
Director
AbsCom-Tech (Asia)
Pte Ltd



Thomas Foo

Committee Member (2025)
Honorary Treasurer
(2021-2024)
Committee Member
(2017-2021)
Honorary Treasurer
(2013-2017)
Committee Member
(2009 - 2013)
Former Financial Controller

Affiliation with Bethel Assembly of God Church

The following Management Committee members also holds the following position in the Governing Board of Bethel Assembly of God Church.

1. Wong Yew Keong - Chairman
2. Teo Teng Hong Philip - Secretary

CORPORATE MANAGEMENT

COMMITTEE ELECTION & MEMBERSHIP

The current Management Committee consist of 8 members and they were elected into the current term as of BCS 21st AGM on 10th May 2025.

The current Management Committee term of office last from year 2025 to year 2027.

All Ordinary Members of Bethel Community Services (BCS) society are eligible for election to the above offices, with elections taking place during the Annual General Meeting. The Management Committee Members are elected bi-annually through a secret ballot, requiring a two-thirds majority of votes cast.

Office bearers may be re-elected for consecutive terms, except for the Honorary Treasurer, who may serve a maximum of two consecutive terms. A former Treasurer may be re-appointed only after a minimum of two-year lapse.

The Executive Director attends Management Committee meetings as a management representative but is not part of the Committee. No staff members are appointed to the Committee, and no paid staff are immediate family members of the Executive Director or any Management Committee Member.

Chairman Snr. Pastor Wong Yew Keong and Honorary Secretary Philip Teo Teng Hong also hold positions with Bethel Assembly of God Church.

MANAGEMENT MOVEMENTS

We would like to thank our late Rev Dr. Chia Beng Hock, Dr Pi Cheng-Meng and Chia Eng Giap for faithfully serving on the board over the years. As of 10 May 2025, they had stepped down from the Management Committee.

We also want to welcome Darienna Foo Sui-Ne and Irene Sng Kiat Choo on the Management Committee and thank Dr Tan Eng Chun for stepping up as the Deputy Chairman of BCS.

CORPORATE GOVERNANCE

RESPONSIBILITIES OF MANAGEMENT COMMITTEE

The Management Committee sets BCS's strategic directions and is responsible for the proper and smooth operation of BCS. Their duties include decisions and allocation of financial and human resources, review on the performance of the management, and ensure ethical standards are met throughout operations.

The roles of the Management Committee Chairman and the Executive Director are separate to maintain independence of decision-making. All Management Committee members provide their services and expertise on a voluntary basis and are not remunerated.

BCS's Management Committee is committed to maintain high standards of corporate governance and ensure accountability and transparency to our stakeholders. Stakeholders include related government agencies, clients that we serve, our community partners, staff and donors, etc.



INQUIRY COMMITTEE & POLICY

An Inquiry committee consisting of our BCS Chairman, Vice Chairman, Honorary Secretary and Executive Director has been set up to receive and investigate any raised concerns on actual wrongdoings or suspected misdeeds/ improprieties in financial and other matters, either on the part of management committee or any other staff.

Concerns can be raised via submission of a form on our website or emailed directly to whistleblowing@bethelcs.org.sg. Forms and emails are monitored directly by the committee.

BCS will not condone any reprisal, discrimination or harassment against whistleblowers who have reported in good faith. BCS is committed to protect whistleblowers and disciplinary actions will be taken against those who retaliate, harass or discriminate against whistleblowers.

*No concerns has been received for the year of 2025.

CORPORATE GOVERNANCE

MANAGEMENT COMMITTEE MEETINGS ATTENDANCE

Names	Attendance
Chia Beng Hock	2/3
Wong Yew Keong	7/7
Moses Pi	3/3
Chia Eng Giap	2/3
Tan Eng Chun	7/7
Teo Teng Hong Philip	6/7
Darienna Foo	4/4
Ong Pui Sim	5/7
Irene Sng	2/4
Foo Moo Quee Steven	6/7
Foo Siang Seng Thomas	6/7

Attendance is indicated as number of meetings attended over number of scheduled meetings within the year. Due to various movements (departure/appointment) of the committee members during the year, the number of scheduled meetings for each committee member may vary.

In 2025, the Management Committee met on seven occasions, excluding the Annual General Meeting and any Extraordinary General Meetings. The attendance of committee members is detailed in the table above.

The Inquiry Committee, meanwhile, did not convene during the year, as no matters arose that required its review.

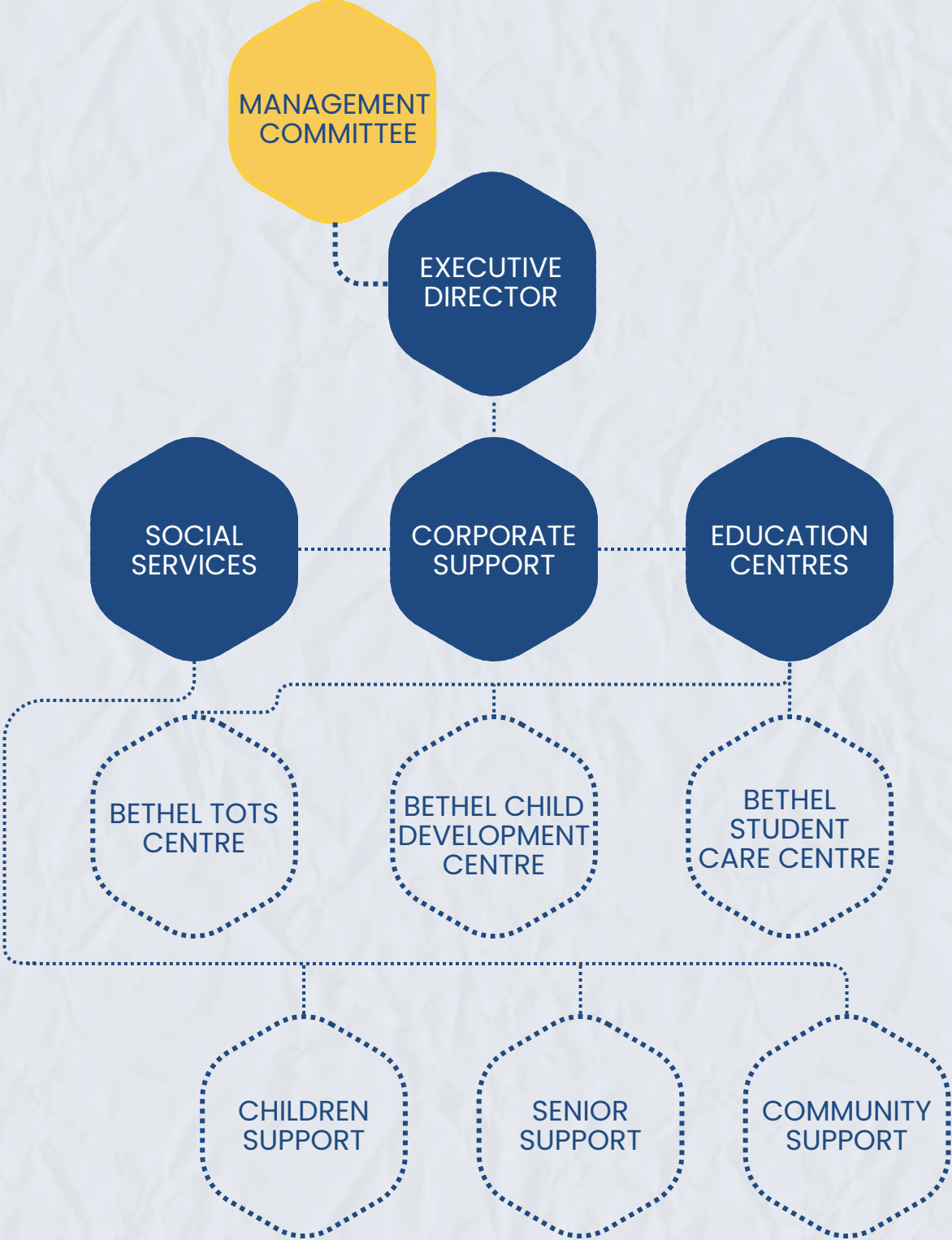
ENVIRONMENTAL, SOCIAL, AND GOVERNANCE (ESG)

BBCS remains committed to embedding ESG principles into its operations. Over the years, we have actively partnered in and supported environmental initiatives, including eco-friendly programs and public education efforts across our centres. Internally, we have also taken steps to review and refine our processes to reduce our carbon footprint.



On the social front, we continue to strengthen our community's impact, dedicating substantial resources to broadening our outreach and support. Above all, we maintain high standards of governance, ensuring full regulatory compliance while continuously striving to adopt best practices across all areas of our work.

ORGANISATION SET UP



ORGANISATION SET UP

EXECUTIVE DIRECTOR RESPONSIBILITY

The Executive Director (ED) holds a central leadership role in Bethel Community Services, acting as a vital link between staff and the Management Committee to ensure smooth operations across all services and centres, while keeping them aligned with the organisation's social mission. The ED also cultivates and sustains relationships with stakeholders, carefully reviewing feedback to identify and address any concerns or gaps.

The ED is supported by the team in Corporate Support, which includes Administration, Human Resource, Accounts and Operations; and the team in Social Services, which includes social workers and programme coordinators. The Education Centres are managed by the principals and supervisors of the respective centres.

RENUMERATION BAND	NUMBER OF EXECUTIVES
>\$100,000	0

Grace Tan, the Executive Director, was appointed to position since 1 January 2024.

The charity discloses that there is no paid staff who are close members of the family of the Executive Head or Management Committee Member, who receives more than \$50,000 during the year.

ORGANISATION SET UP

Staff

As of 31 December 2025, BCS had a total of 34 staff members, including 7 new employees who joined the organisation during the year and continue to serve with us.

In 2025, the manpower turnover rate decreased compared to the previous year, enabling departments to maintain greater stability in their operations. The Social Service Department experienced the highest staff movement, with 4 new team members joining to support its expanding range of services.

BCS remains committed to cultivating a positive and supportive work environment where staff are able to develop grow professionally.



Management
1 Staff



Corporate Support
4 Staff



Social Services
6 Staff



Education Centres
16 Staff



Ancillary Staff
7 Staff

*The figures above are as at of 31 Dec 2025.



ORGANISATION SET UP

Staff Annual Staff Training

This year's Staff Retreat centred on the theme of "Caring for Self," reminding staff that self-care is essential for overall well-being. As part of this focus, an in-house training session provided space for reflection on practical self-care practices and ways to better manage stress in both personal and professional settings. Team bonding was also strengthened through a hands-on clay-making activity and an engaging, interactive sharing session, creating opportunities for rest, reflection, and deeper connection with one another.



HIGHLIGHTS OF THE YEAR

- 01 Fundraising Campaign - The Gift of Hope**
(24 Jan - 31 Mar)
- 02 Funfional Fitness Screening**
(22 Feb)
- 03 Project V Award Ceremony**
(28 Mar)
- 04 Fundraising Campaign - Our Gift of Love**
(13 Apr - 30 Sep)



- 05 Eldercare Road Show**
(18 May)
- 06 Fundraising Campaign - Dumpling sales**
(23 - 25 May)
- 07 Annual Staff Training**
(19 Jul)
- 08 Project Kampung Kelapa (Project KK) at Blk 65A**
(26 Aug)



HIGHLIGHTS OF THE YEAR



09 Volunteer Appreciation Night
(25 Oct)

10 Fundraising - BCS Flag Day 2025
(1 Nov - 30 Nov)

11 BCDC Year End Concert cum K2 Graduation Ceremony
(8 Nov)

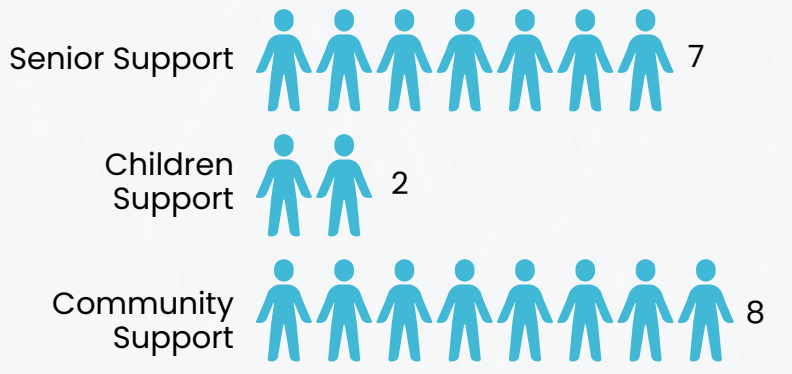
12 Charity Gala Dinner 2025
13 (29 Nov)

14 BAG Christmas Special - First Ever Intergenerational Celebration with BSCC
(17 Dec)

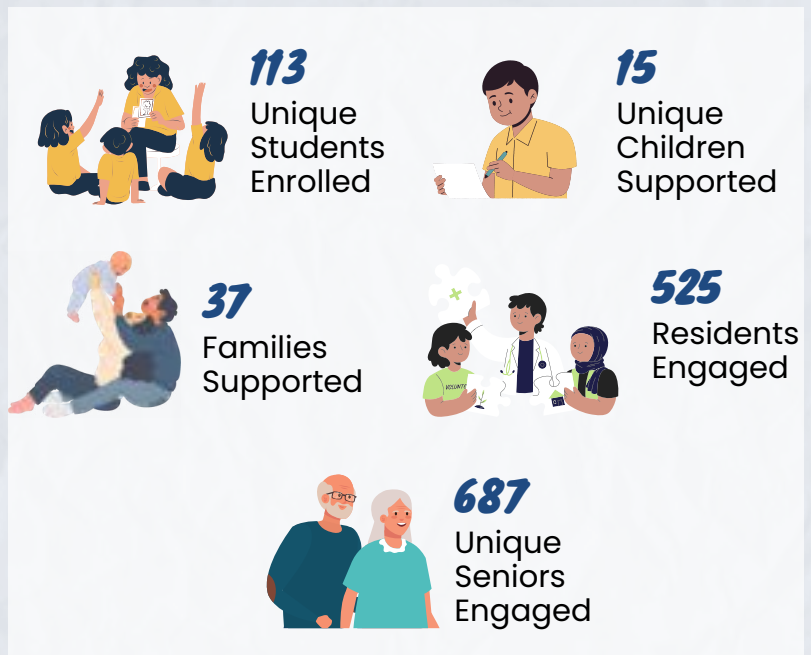
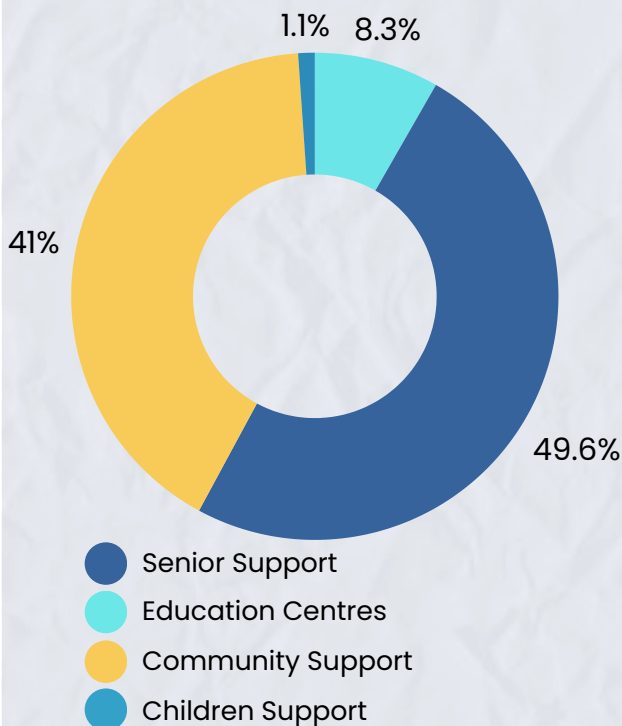


2025 KEY STATISTICS

NO. OF PROGRAMMES/SERVICES



SERVICE USERS BREAKDOWN

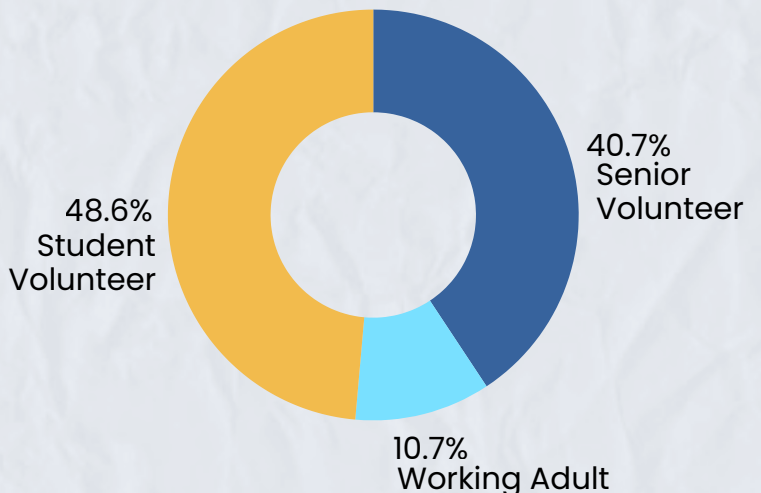


VOLUNTEER MATTERS



*Volunteered >4 times in the year.

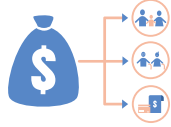
Volunteer Demographic Breakdown



FINANCIAL PERFORMANCE



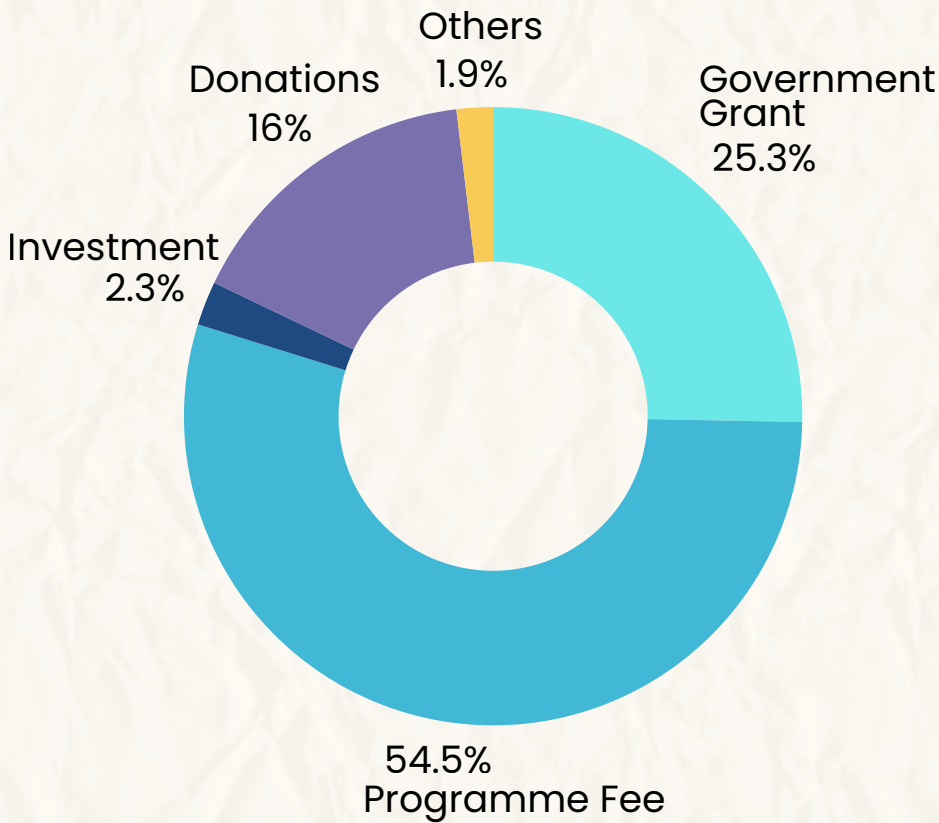
Income
\$1,791,258



Expense
\$1,754,150



Surplus
\$37,108



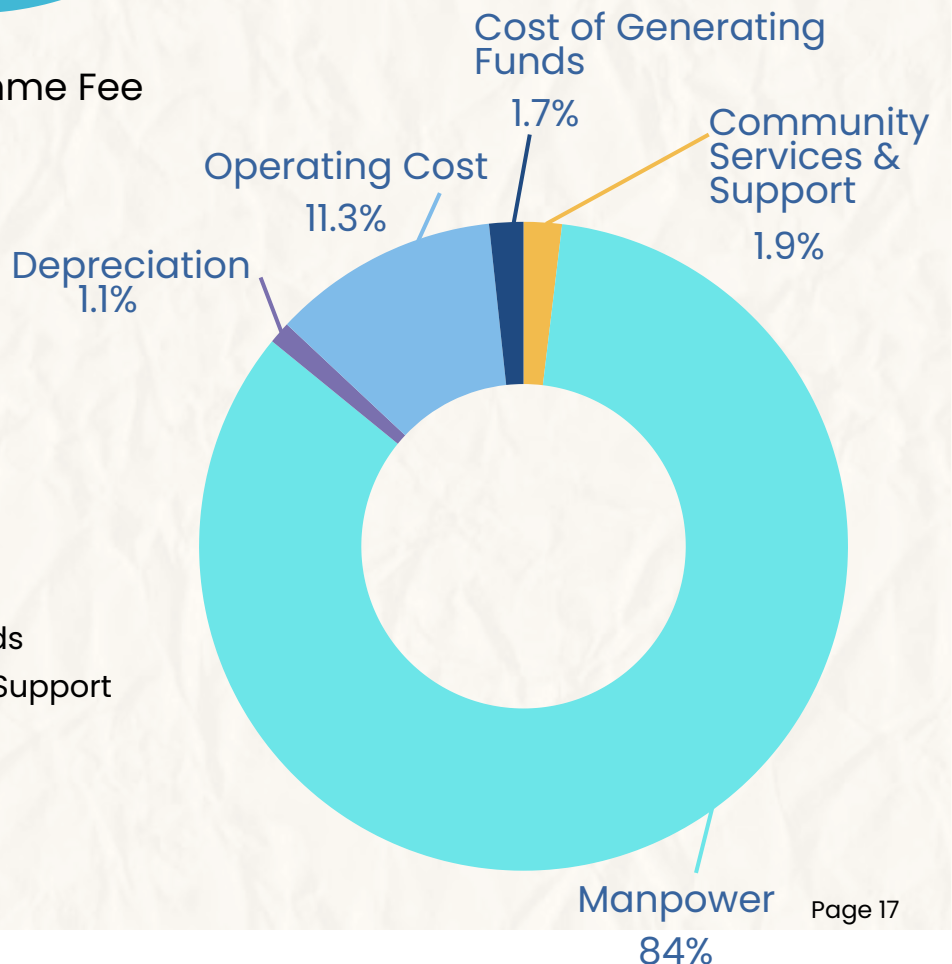
INCOME

\$1,791,258

- Programme Fee
- Government Grant
- Donations
- Investment
- Others

EXPENDITURE

\$1,754,150



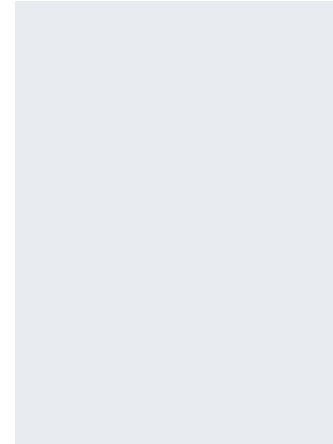
- Manpower
- Depreciation
- Operating Cost
- Cost of Generating Funds
- Community Services & Support

PROGRAMMES & SERVICES

Education Centres

Bethel Tots Centre (BTC) >

Bethel Child Development Centre (BCDC) v



BCS provides education and after-school care services for children from as young as 2 months old through primary school, supporting a total combined unique enrolment of 113 students across our centres. Each centre is committed to fostering holistic child development, going beyond safety and physical care to nurture social, emotional, cognitive, and character growth. Through age-appropriate, developmentally enriching programmes, we seek to instil positive values and virtues, equipping every child with a strong foundation to learn, grow, and thrive.



< Bethel Student Care Centre (BSCC)

PROGRAMMES & SERVICES

Social Services at a glance



Children Support

Journeys by Night (JBN)
Bethel Compassion Award



Senior Support

Traditional Chinese Medicine
Monthly Hair cum birthday celebration
Bethel Activity Group
Functional Fitness Exercise
National Silver Academy (NSA) Courses
Bethel Compassion Award (Senior)



Community Support

Case Management	Partnership Services
Food Bundle Programme	Project Kampung Kelapa
Financial Assistance	Bethel Compassion Award (Community)
Centre Subsidies	
Referral Services	

PROGRAMMES & SERVICES

Senior Support

Traditional Chinese Medicine Clinic (TCM) >



There has been an increase in participation in TCM consultations and in our monthly haircut services in 2025, receiving a total of 517 and 813 participants respectively. We are glad that these services have rendered essential and beneficial to our community, providing them access to essential care for those with financial constraints and reinforcing their sense of value through simple acts of celebration and remembrance within the community.

Monthly Haircut cum Birthday Celebration >



PROGRAMMES & SERVICES

Senior Support



Bethel Activity Group (BAG)

Bethel Activity Group (BAG) saw a significant increase in engagement from 1,695 in 2024 to 2,693 in 2025, reflecting its success in fostering a safe and inclusive environment for seniors. Through regular engagement, the programme strengthened social connections, reduced isolation, and promoted active ageing within the community.

In addition, termly outings and special celebrations for occasions such as Christmas brought joy and a sense of belonging to participants.



The introduction of our first intergenerational activity during Christmas further bridged connections between young and old, fostering mutual understanding, shared experiences, and a stronger, more connected community.

PROGRAMMES & SERVICES

Senior Support



◀ Functional Fitness Exercise (FFE)

Functional Fitness Exercise (FFE) sessions grew significantly from 3,005 engagements in 2024 to 4,194 in 2025, underscoring their relevance to seniors. The programme enhanced strength, balance, and functional mobility, reducing fall risks and enabling seniors to remain independent, active, and confident in managing their daily routines.



In 2025, we offered monthly National Silver Academy courses, including TCM wellness, acrylic painting, fall prevention, and Hanyu Pinyin, reaching approximately 120 unique seniors in MacPherson. Participants gained greater health awareness, discovered creative self-expression, and built confidence in managing their well-being independently, fostering a more empowered and resilient senior community.

National Silver Academy (NSA) Courses



PROGRAMMES & SERVICES

Children Support

Journeys By Night (JBN)

Grown from supporting 7 children in 2024, Journeys By Night, a weekly mentorship programme, is currently serving 14 primary school children from lower-income families, focusing on developing self-autonomy and life skills. Guided by 6 dedicated volunteers and staff, children have grown in empathy, confidence, and self-expression, forming supportive friendships and applying values learned in their daily lives. 3 graduating alumni have returned as youth volunteers, a testament to the programme's lasting impact.



PROGRAMMES & SERVICES

Community Support

Case Management / Food Bundle Program / Financial Assistance

Through case management, vulnerable seniors and families received targeted, needs-based interventions addressing both immediate and longer-term challenges, including financial strain, health and mobility issues, and social isolation. The number of families supported increased from 34 in 2024 to 37 in 2025, reflecting sustained community need and continued outreach efforts.

Financial assistance provided timely relief, while food bundles served as a consistent food safety net during periods of instability. Guided by ongoing assessment, care planning, and service coordination, clients were better supported in navigating available resources, strengthening coping capacities, and sustaining stability, dignity, and independence within the community.



PROGRAMMES & SERVICES

Community Support

Project Kampung Kelapa (KK)

Project KK is a bi-monthly community programme held at Circuit Road, MacPherson, bringing together residents of all races and backgrounds through a pop-up cafe and guided exercise sessions. Since its launch in August 2025, the programme has drawn 50 residents per session on average and supported by 7 unique volunteers comprising community members, corporate partners, and Bethel AG. Through a preventive approach, 3 cases have been identified and supported in collaboration with other social workers. Beyond service delivery, residents have formed genuine cross-cultural friendships, stepped up to co-lead exercise sessions, and contributed snacks and refreshments – a growing sign of community ownership and the revival of the kampung spirit. Project KK is grateful to be in collaboration with Macpherson Zone B RN since November 2025.



PROGRAMMES & SERVICES

Bethel Compassion Award (BCA)

Since 2024, the Bethel Compassion Awards provide targeted financial assistance of up to \$250 to MacPherson residents from lower-income households across three categories – Children, Family, and Seniors. The awards support students in their academic and personal development, enable families to strengthen bonds amid daily responsibilities, and assist seniors with essential needs such as mobility aids, medical expenses, and home fittings. In 2025, 6 seniors and 1 family benefitted from the programme. Each award represents a meaningful step towards ensuring that every resident in the MacPherson community is seen, valued, and supported with dignity.



CORPORATE HIGHLIGHTS



Volunteers Appreciation Night 2025

At our Volunteers Appreciation Night, we honoured the many volunteers who have given their time so selflessly in service to our community. It was an evening of heartfelt connection, filled with shared meals, joyful games, and a simple craft activity that symbolised the beautiful impact they leave behind in every life they touch.

Recognition Award – Partnership with ABB

BCS was honoured to receive an appreciation award from the National Volunteer & Philanthropy Centre (NVPC) in recognition of our successful partnership with ABB in 2024. Over a six-month period, this collaboration reached 1,146 residents, with the support of 115 volunteers contributing a total of 345 service hours. Through the launch of Project V, the partnership expanded our outreach and enabled us to initiate Project Kampung Kelapa in its early phase, strengthening our ability to serve and engage the community more effectively.



CORPORATE PARTNERSHIP

BUSWAYS PTE LTD

Busways Pte Ltd generously sponsored Bethel Student Care students, along with our beneficiaries, to a special Christmas Movie Experience at GV Paya Lebar. In celebration of the festive season, they also thoughtfully curated and gifted each participant a Christmas goody bag.

This meaningful partnership brought joy and a sense of belonging to the children and families we serve, creating memorable experiences beyond their daily routines.



GLOBAL AIRFREIGHT INTERNATIONAL PTE LTD

Global Airfreight International Pte Ltd organised a wishing tree initiative for children from our lower-income beneficiary families, with each child receiving a personally selected gift. Volunteers from Global Airfreights went the extra mile by visiting the children in their homes to personally deliver the gifts, benefiting 30 children within our community.



These home visits created meaningful and personal interactions, allowing volunteers to connect directly with the children and their families. It also strengthened community ties and demonstrated the positive impact of corporate support in enriching the lives of our beneficiaries, fostering inclusion, and uplifting spirits and bringing encouragement to lives in the community.

THE YEAR AHEAD

In the coming year, Bethel Community Services (BCS) remains committed to delivering thoughtfully curated programmes and services, intentionally designed to address the evolving needs of the community we serve.

FUTURE PLANS

To enhance the learning experience of children in our childcare centre, we will introduce the “Code Cracker” phonics curriculum. This initiative aims to strengthen students’ foundational literacy skills and better prepare them for their transition to primary education.

In addition, our website will undergo a comprehensive refresh to provide more detailed information, clearer content, and improved navigation for users.

We are also exploring new initiatives to better engage youths in our community through meaningful and purposefully designed activities tailored to their interests and developmental needs.

FUNDRAISING PLANS

To support and sustain our initiatives, we have planned several fundraising efforts:

Online Campaigns

- “Share Your Love” (1 January to 31 March 2026)
- “Bundle of Love” (1 April to 30 June 2026), featuring beautifully packaged dumplings presented in gift boxes

PHYSICAL CAMPAIGNS

- BCS Inaugural Charity Golf Fundraiser, “Swing Fore A Cause” (13 August 2026)
- BCS Flag 2026, hitting the streets on 19 September 2026, this event hopes to bring together volunteers to raise funds in support of our non-income generating programmes and services.
- BCS Charity Gala Dinner 2026 happening on 28 November 2026, this is a signature event aimed at engaging donors while bringing together families and friends for an evening of fellowship and meaningful programmes

EXPENDITURE PLANS

In view of our expanded initiatives, we anticipate increased expenditure in the following areas:

- Publicity and outreach to raise awareness of our programmes and services
- Programme costs to meet the growing needs of our beneficiaries
- Overheads and manpower expenses, which are expected to rise in line with inflationary pressures

As we move into 2026, we remain steadfast in our mission to serve those in need and to be a positive and uplifting presence within the community.

ACKNOWLEDGMENT

BCS extends our heartfelt gratitude to all our generous individuals and corporate sponsors and donors. Your support makes it possible for us to continue our work in the community. More than just financial contributions, your donations reflect the trust you place in us - a trust that inspires and empowers us to serve our community to the best of our ability.



SPECIAL THANKS TO OUR PARTNERS & DONORS

Thank you for sowing in the seeds of hope in our community!

- Ms Tin Pei Ling, Member of Parliament, MacPherson SMC
- ABB Ltd
- Agency for Integrated Care (AIC)
- Bethel Assembly of God Church
- Busways Pte Ltd
- Care Community Services Society Singapore (CCSS)
- The Food Bank Singapore
- Food from the Heart
- Global Airfreight International Pte Ltd
- MacPherson Community Club
- NCS x The Stage Club
- National Council of Social Service (NCSS)
- National Silver Academy (NSA)
- National Volunteer and Philanthropy Centre (NVPC)
- OneRHT Foundation
- Residents' Committee of MacPherson and Aljunied Crescent
- SMBC Bank
- South East Community Development Council (CDC) x Prudential
- South East Community Development Council (CDC) x The Morning Seafood Restaurant
- Sustainable Office Solutions Pte Ltd
- Thales Solutions Asia Pte Ltd
- Tote Board Singapore
- Willing Hearts
- National institutions such as Nanyang Technological University (NTU), Singapore Management University (SMU), School of the Arts (SOTA), Singapore Polytechnic (SP), NUS Red Cross Youth

GOVERNANCE EVALUATION CHECKLIST

FOR THE PERIOD 1 JAN 2025 – 31 DEC 2025

Principle 1: The charity serves its mission and achieves its objectives.			
CALL FOR ACTION	CODE ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
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	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	
2. Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	
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	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	
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	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	

GOVERNANCE EVALUATION CHECKLIST

FOR THE PERIOD 1 JAN 2025 – 31 DEC 2025

Principle 2: The charity has an effective Board and Management.			
CALL FOR ACTION	CODE ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
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	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	
6. The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	<input type="radio"/> Yes <input checked="" type="radio"/> No <input type="radio"/> Partial Compliance	Plans are underway for Board members to be inducted by introducing potential Board mbr to sit in Board meetings as observer. Board mbrs are looking to attend courses by SSI & SID for trainings
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	<input type="radio"/> Yes <input type="radio"/> No <input checked="" type="radio"/> Partial Compliance	Only Finance & HR committee are formed and the Board is looking into forming the other committee
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	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	
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 re-appointment, at least once every three years.	2.5	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	

GOVERNANCE EVALUATION CHECKLIST

FOR THE PERIOD 1 JAN 2025 – 31 DEC 2025

CALL FOR ACTION	CODE ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
<p>10. Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position).</p> <p>For Treasurer (or equivalent position) only:</p> <p>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.</p> <p>i. After meeting the maximum term limit for the Treasurer, a Board member's re-appointment to the position of Treasurer (or an equivalent position may be considered after at least a two-year break.</p> <p>ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer.</p>	2.6	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	
<p>11. Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well.</p> <p>a. No staff should chair the Board and staff should not comprise more than one-third of the Board.</p>	2.7	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	
<p>12. Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well.</p> <p>a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.</p>	2.8	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	

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CALL FOR ACTION	CODE ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
<p>13. 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.</p> <p>For all Board members:</p> <p>a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board.</p> <p>b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) 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).</p> <p>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.</p>	<p>2.9a</p> <p>2.9b</p> <p>2.9c</p>	<p><input type="radio"/> Yes</p> <p><input type="radio"/> No</p> <p><input checked="" type="radio"/> Partial Compliance</p>	<p>As there is a change in Chairman & Honorary Treasurer, the Honorary Secretary is extending his terms to assist with the transition.</p>
<p>14. For Treasurer (or equivalent position) only:</p> <p>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.</p> <p>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.</p>	<p>2.9d</p>	<p><input checked="" type="radio"/> Yes</p> <p><input type="radio"/> No</p> <p><input type="radio"/> Partial Compliance</p>	

GOVERNANCE EVALUATION CHECKLIST

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Principle 3: The charity acts responsibly, fairly and with integrity.			
CALL FOR ACTION	CODE ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
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	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	
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	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	
17. Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	
18. Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	
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	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	
20. Take into consideration the ESG factors when conducting the charity's activities.	3.5	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	

GOVERNANCE EVALUATION CHECKLIST

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Principle 4: The charity is well-managed and plans for the future.			
CALL FOR ACTION	CODE ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
<p>21. Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.</p> <p>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).</p>	4.1a	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	
<p>22. Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.</p> <p>b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as:</p> <p>i. Revenue and receiving policies and procedures;</p> <p>ii. Procurement and payment policies and procedures; and</p> <p>iii. System for the delegation of authority and limits of approval.</p>	4.1b	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	
<p>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).</p>	4.2	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	
<p>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.</p>	4.3	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	

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CALL FOR ACTION	CODE ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
<p>25. Set internal policies for the charity on the following areas and regularly review them:</p> <ul style="list-style-type: none"> 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	<input type="radio"/> Yes <input type="radio"/> No <input checked="" type="radio"/> Partial Compliance	Internal policies on IT & fund-raising are underway
<p>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.</p>	4.5	<input type="radio"/> Yes <input type="radio"/> No <input checked="" type="radio"/> Partial Compliance	Currently, there are only the policies for AML/CFT
<p>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.</p>	4.6	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	

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Principle 5: The charity is accountable and transparent.			
CALL FOR ACTION	CODE ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
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	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	
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	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	
30. The charity should disclose the following in its annual report: <ul style="list-style-type: none"> a. Number of Board meetings in the year; and b. Each Board member's attendance. 	5.3	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	
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	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	

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CALL FOR ACTION	CODE ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
<p>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.</p>	5.5	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	
<p>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.</p> <p>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.</p>	5.6a	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	
<p>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.</p> <p>b. 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.</p>	5.6b	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	
<p>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.</p>	5.7	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	

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Principle 6 The charity communicates actively to instil public confidence.			
CALL FOR ACTION	CODE ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
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	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	
37. Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Partial Compliance	
38. Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	<input type="radio"/> Yes <input type="radio"/> No <input checked="" type="radio"/> Partial Compliance	Current media communication policy is only for staff. Policy for Board & Management is pending implementation



BETHEL
COMMUNITY
SERVICES

ANNUAL REPORT

2025

+65 744 7422

admin@bethelcs.org.sg

www.bethelcs.org.sg

114 Aljunied Ave 2

#03-75

Singapore 380114