



A Church on God's Mission

2025 ANNUAL REPORT

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Vision, Mission, and Core Values





Bethany Evangelical Free Church's strategic direction is grounded in our vision, mission, and core values.

Vision

A Church on God's Mission

Mission

To participate in God's mission
to unite all things in Christ

Core Values (B.E.F.C.)

Broken
Empathetic
Faithful
Contextual

Chairman's Report

(Governance & Administration)

Dear Church Family,

We thank God for an eventful and blessed 2025. Right from January 2025, the Pastoral Team launched Bethany's renewed vision, mission, and core values. Much planning and preparation went into the year's programme of ministry, even as we build up to Bethany's 65th anniversary next year on 8 January 2026. At the same time, behind all these activities was the quiet work of the Board to ensure good governance and stewardship of the church's resources.

Board

At the Annual General Meeting held on 25 May 2025, the following members were elected or co-opted into the Board:

BOARD MEMBERS	Mr Tan Tat Hock	Chairman (elected)
	Ms Tan Seok Cheng Mavis	Secretary (elected)
	Mr Tang Jun Ren Jarel	Treasurer (elected)
	Rev Dr Desmond Soh	Senior Pastor (co-opted)
	Rev Dr Leow Wen Pin	Associate Pastor (co-opted)
	Mr Chan Jing Xiong	Member (co-opted)

Throughout 2025, Board meetings were held regularly according to a regular plan. Each Board meeting was well-attended and robust discussions were had before any approval was given.

Membership and Attendance

In 2025, our membership continued to grow to a new high of **127 members** (as of 31 December 2025).

During the year, we welcomed the following 10 individuals into our membership (in alphabetical order by surname):

- 1.Chong Wu Tai
- 2.Leo David
- 3.Priscilla Low Zhi Yan
- 4.Ng Hwee Choo Rachel
- 5.Phng Yu Yang Paul
- 6.Phuak Hoon Son
- 7.Nathania Silva
- 8.Teo Jia Xing Kloie
- 9.Wong Chin Choan
- 10.Yeo Xin Quan Shawn

With sadness, we put on record the passing of our member, Mr Wong Chin Choan, who thankfully received Jesus as his Lord and Saviour shortly before his passing.

One member, Mr Wong Yi Jie, transferred his membership to another church.

Human Resources

We thank God for the Pastoral Team (comprising Ps Desmond, Ps Wen Pin and Brother Steven), especially for the unity of hearts and mind in the Lord even as they focused on the teaching of God's Word and their effort to align all ministries to the renewed vision of Bethany. This alignment brought clarity and purpose in the programme and activities of the church. The Pastoral Team continues to be ably supported by Ms Lee Li Hui, our ministry support staff member.

We also record with appreciation the service of our pastoral associate, Ms Shirlyn Low, who served with us during the year. We thank the Lord for her contributions, especially to reshape the church's worship service. She stepped down in June 2025 after a short but fruitful time with us. We pray God's blessings upon her in her next season of life and ministry.

Finance

We thank God that the church was blessed with a net surplus of about \$150,000 at the end of 2025 due to the faithfulness of God, expressed through the generous contributions of members, visitors, and friends.

Other than financing our own internal activities, the church continued to provide financial support to our mission partners:

- Ambassadors for Christ Singapore (AFCS)
- Biblical Graduate School of Theology (BGST)
- Habibi International (through Habibi SG)
- Koinonia Inclusion Network (KIN)
- Persekutuan Penerjemahan Alkitab (PPA)
- Our Father's World (OFW)

In addition, as part of our Memorandum of Understanding with KIN, the Church continued to bless KIN on an in-kind basis to (i) use the general office on a shared basis and (ii) to exclusively use one of our container offices as their office space. We praise God to see how He continues to bless the above agencies in their respective involvement in His kingdom work.

We also thank God that the church could continue to provide bursaries and school bags with stationery to needy students of Opera Estate Primary School.

Conclusion

The Board would like to thank God and express its gratitude to all those who have served in various capacities in the church, including those who have stepped down from their roles. Their contributions have been an integral part of the growth and success of the church. We are praying that more people will be coming forward to serve in the various leadership and volunteer roles of the church.

Once again, we thank God for the effort, dedication, and giftings of the Pastoral Team—under the leadership of our Senior Pastor, Rev. Dr Desmond Soh—even as they work tirelessly in unity to seek and fulfil God’s direction and purpose for Bethany.

Indeed, as we look back on the past 65 years, we thank God for His unwavering faithfulness throughout all these years! Looking forward, we trust God for what He will do in Bethany!

A handwritten signature in white ink that reads "Tan Tat Hock". The signature is written in a cursive, flowing style with a thin white line above it.

Mr Tan Tat Hock

Chairman of the Board

Senior Pastor's Report

(Ministry Highlights for the Year & Future Plans)

Dear Church Family,

As we look back on 2025, my heart is filled with gratitude to God for His unfailing faithfulness to Bethany. This has been a year marked by God's gracious provision, meaningful ministry, and a growing awareness that He is preparing us for the next lap of our journey together. While our 65th Anniversary will only be officially celebrated on 28 January 2026, the year of 2025 has already been part of God's preparatory work in shaping our church for what lies ahead.

Ministry Highlights for the Year

Renewed Vision, Mission, and Core Values

A major milestone in 2025 was the launch of our renewed vision, mission, and core values. This was not merely an administrative update, but a spiritual and strategic reorientation for the church.

Our renewed vision is to be “a church on God's mission”.

Our mission is “to participate in God's mission to unite all things in Christ”.

Our core values call us to be broken, empathetic, faithful, and contextual (the first letters of which spell out B.E.F.C.).

These are not slogans to admire, but convictions to live by. They are critical for the direction and focus of Bethany in this next season, and we are serious about aligning the church's life, ministries, and priorities around them. This is why over the Pastoral Team spent extensive time in 2025 expounding on these values and what it meant to be a missional church in our weekly sermons and Bethany Discipleship Classes.

Church Camp in Bali



One of the highlights of the year was our Church Camp in Bali in June 2025.

This was especially memorable as it was the first time Bethany travelled so far for a church camp. It was a significant step for us as a church family, both logistically and relationally. Yet it also became a joyful and enriching time of fellowship, spiritual encouragement, and shared worship.

We thank God for His protection and for the many relationships strengthened, especially the intergenerational connections made through this camp.

Integral Mission Conference



Another important moment was our inaugural Integral Mission Conference in October 2025. This conference helped us to take a fuller view of mission, not simply as evangelistic activity, but as the whole life of the church bearing witness to Christ in word and deed. It was a timely reminder that God calls His people to serve Him holistically, with compassion, conviction, and creativity.

We thank the Lord for those who laboured in planning, teaching, and participating, and for the way the conference mobilised many of us to serve with our six mission organisation partners.

Formation of two new Small Groups

In the area of church life, we rejoice at the formation of two new Small Groups: the **Younger Young Adults (YYAs)** and **Sunshine Bible Study Group** (a bilingual group, including Mandarin-speaking members).

These developments remind us that as Bethany grows, we must continue to make room for different age, language, and fellowship needs. Small groups remain an important expression of our life together as a spiritual family. This was made even clearer through the efforts of the YYAs to champion the inclusion of people with dementia and inter-generational ministry in BEFC in 2025.



Future Plans

2025 made it clear that growth also brings new demands. Looking forward, we are increasingly aware of the need for more manpower, stronger leadership development, and a more intentional leadership pipeline. For this reason, we will launch the Faithful Leaders Program (FLP) in January 2026, which will help us prepare and equip future deacons and elders for the work ahead. This is not simply about filling roles, but about raising people who are grounded in the Lord, shaped by His Word, and ready to serve with maturity and humility.

We also recognise that our present space is increasingly stretched. Many of our ministries are now operating under significant spatial constraints, and this is a matter that requires prayerful discernment and wise stewardship. Even my office is now being used for Children's Ministry every Sunday! Bethany must seriously consider what will best serve the church's growth and mission in the years to come. Alongside this, the upcoming review of our constitution in 2026 is critical as we seek to align our structures with our denomination (the Evangelical Free Church of Singapore) and government regulations, and to prepare for the next stage of Bethany's development.

Conclusion

As we enter a new chapter, I am encouraged by the psalmist who reminds us,

“The Lord is faithful to all his promises and loving toward all he has made” and

“unless the Lord builds the house, the builders labour in vain” (Psalms 145:13; 127:1).

These verses capture both our gratitude and the source of our hope. God has begun a good work among us, and we need to be sensitive to His leading and leadership.

So let us move forward with humility, faith, and courage. Let us be a church that remains broken and humble before God, empathetic toward others, faithful in our service, and contextual in our witness. And above all, let us be a church on God’s mission.

A handwritten signature in white ink that reads "Ps Desmond Soh". The signature is written in a cursive, flowing style.

Rev Dr Desmond Soh

Senior Pastor

Church Management and Structure



Executive Board

For overall administration and governance matters, an Executive Board is elected annually to provide administrative governance and oversight of BEFC's programmes and objectives to support BEFC in fulfilling its vision. The Board oversees the following matters (non-exhaustive):

- Budget
- Finance policies and controls
- Human resources
- Risk management
- Property and facilities
- Whistle-blowing
- Safeguarding
- Personal data protection
- Conflict of interest matters

The composition of the Board is as follows:

Name	Occupation	Current Board Appointment	Past Board Appointments
Mr Tan Tat Hock	Education Officer	Chairman (independent)	Chairman (26 May 2024 – present) Member (20 Feb 2018 – 29 Jun 2019) Chairman (23 Feb 2013 – 13 Feb 2016) Member (19 Feb 2011 – 22 Feb 2013)
Ms Tan Seok Cheng Mavis	Public officer	Secretary (independent)	Secretary (28 May 2023 – present) Secretary (30 Jun 2019 – 28 May 2022) Secretary (18 Feb 2012 – 14 Feb 2015)
Mr Tang Jun Ren Jarel	Management Consultant	Treasurer (independent)	Treasurer (26 May 2024 – present)
Rev Dr Soh Seng Chai Desmond	Senior Pastor	Co-opted Member (non-independent)	Member (23 May 2021 – present)
Rev Dr Leow Wen Pin	Associate Pastor	Co-opted Member (non-independent)	Member (26 May 2024 – present)
Mr Chan Jing Xiong	Data Analyst	Co-opted Member (independent)	Member (21 Jun 2020 – present)

Staff Team

The day-to-day spiritual matters of the church are led by a three-member Pastoral Team and supported by a Ministry Support Staff. The profile of the staff team is shown below:



Rev Dr Desmond Soh - *Senior Pastor*

Pastor Desmond has been the Senior Pastor of Bethany EFC since 2020. Before this, he was the Associate Professor of Homiletics and Senior Director of Strategic Development at Singapore Bible College. Prior to joining BEFC, he served as a missionary and tentmaker in Indonesia with his wife Wendy for over a decade.



Rev Dr Leow Wen Pin - *Associate Pastor*

Pastor Wen Pin has been Associate Pastor of Bethany EFC since 2023, where he oversees the preaching and instruction. He also serves with two mission organisations, teaches in seminary, and undertakes theological research. He is married to Xinyi, and they have three children: Matthew, Nathaniel, and Sophie.



Mr Steven Toon - *Pastoral Associate*

Brother Steven has been Pastoral Associate of Bethany EFC since 2024, where he oversees the small group ministry. Prior to joining BEFC, he was a process engineer at a multinational corporation for nine years. He is currently a part-time Master of Divinity (Biblical Studies) student at Singapore Bible College. He is married to Merilyn, and they have two children: Meredith and Stephen.



Ms Lee Lihui - *Ministry Support Staff*

Sister Lihui has been a Ministry Support Staff of Bethany EFC since 2021, where she manages operational and financial matters, as well as leads the children's ministry. She is married to Keen Mun, and they have two teenage children: Andrea and Daniel.

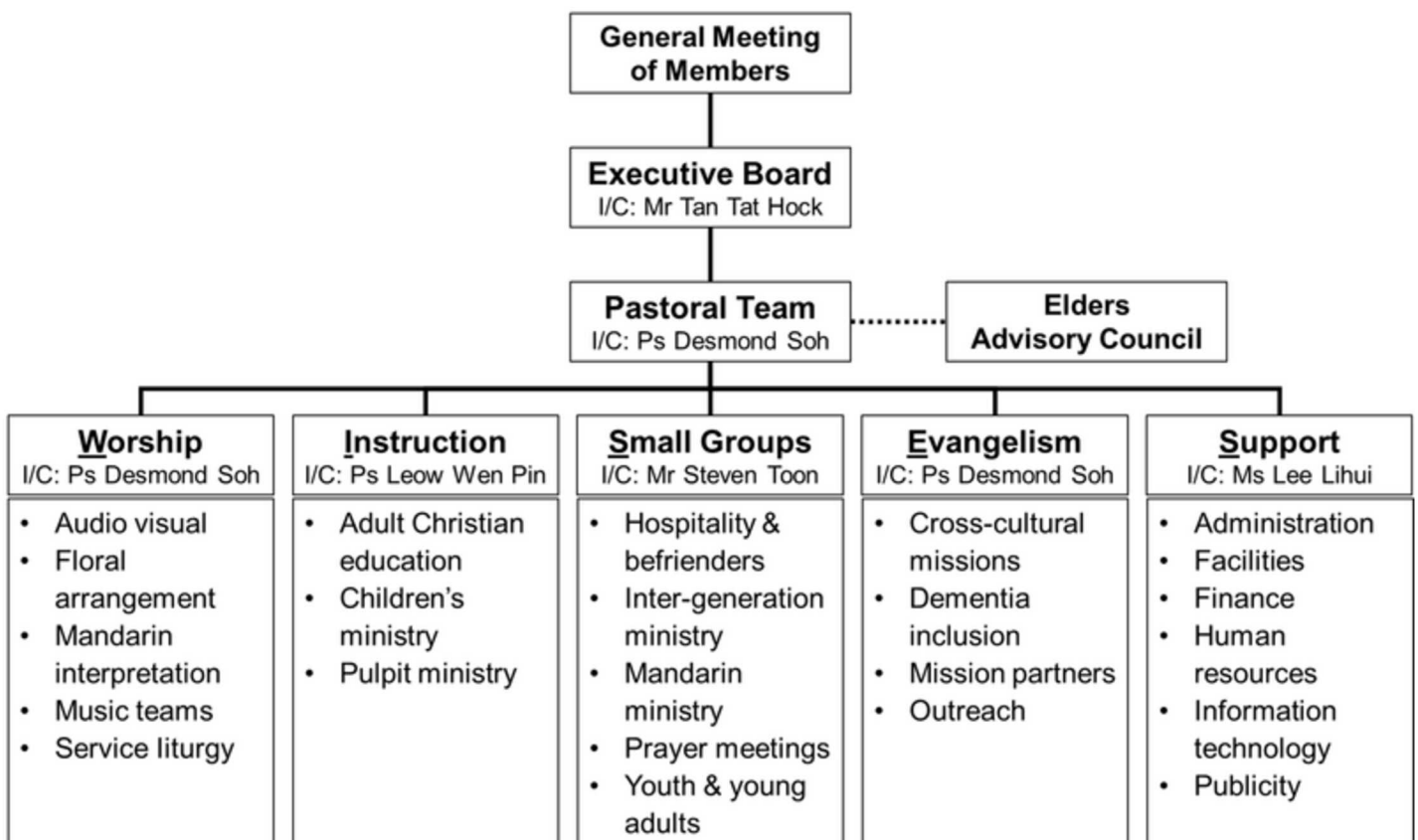
Organisational Structure

As a society, the Board and the Pastoral Team is ultimately accountable to the General Meeting of Members. The Pastoral Team is also advised by an Elders Advisory Council, comprising:

- Elder Emeritus Dr Tan Kai Kiat
- Elder Ng Ah Kong
- Elder Leong Eng Chow

The staff team oversees the five core pillars of the church (summarised by the acronym W.I.S.E.S.), namely, worship, instruction, small groups, evangelism, and support (see diagram below).

Each pillar I/C is supported in their functions by numerous volunteer ministry leaders, drawn from the church membership.



Corporate Governance

As a Christian organisation called to steward God’s resources faithfully, Bethany Evangelical Free Church (BEFC) takes corporate governance seriously. In this area, we apply two of our core values—faithfulness and contextualisation—as we seek to (i) adopt high standards of Christian stewardship and (ii) to align ourselves with both the spirit and letter of government regulations, especially the Societies Act, the Charities Acts, and the Charity Code of Governance.

1. Corporate Information

Bethany Evangelical Free Church (BEFC) is a Christian religious society and charity registered with the Registry of Societies and the Commissioner of Charities, Singapore. BEFC has a constitution as its governing instrument.

Unique Registration Number (UEN)	S60SS0023J
Registered Address	133 Fidelio Street, Opera Estate, Singapore 458518
Date of Registration as a Society:	14 October 1960 *
Date of Registration as a Charity:	28 February 1985
External Auditor:	Tan Ai Ming & Co
Internal Auditor:	Ms Grace Chan
Banker:	DBS
Website:	www.bethanyefc.org.sg

* BEFC came under the Evangelical Free Church of Malaya and adopted her current name on 28 January 1961, which BEFC now treats as our official anniversary date.

2. Board Matters

2.1. Appointment of the Board

BEFC upholds standards of governance through processes for Board selection, appointment, training, evaluation, and renewal. Board members are chosen based on their skills, experience, and alignment with BEFC's vision and values. Candidates are typically nominated by existing Board members who are informed about their suitability and character. All nominations are reviewed at a Board meeting before being put forward for elections at the Annual General Meeting.

It is the desire of the Board to have diversity among its members. A diverse representation of men, women, young, and experienced members is needed to represent and lead key ministries of the Church.

Board members are appointed each year at the Annual General Meeting. The office bearers, consisting of Chairman, Treasurer and Secretary, are voted in at each Annual General Meeting as required by the Church Constitution. The rest of the Board members are co-opted after the office bearers are voted in. In compliance to the requirements of Commissioner of Charities (COC), the Board must have a two-thirds majority of independent Board members. For year 2025, except for the two pastors who are non-independent, the rest of the Board members are independent members, ensuring the two-thirds majority in accordance with COC requirements.

New Board members receive an induction and orientation to understand their responsibilities.

Each Board member's performance is assessed through consultation with the Chairperson. Re-nomination and re-appointment decisions take into consideration each Board member's contributions, participation, and the evolving needs of BEFC. The Board will endeavor to ensure succession planning. The Board undertakes a yearly review of its effectiveness through an annual strategic planning retreat.

2.2. Term Limits of the Board

The term of office of the Board is one year. The Chairman and Secretary may be re-elected to the same post for a maximum of three consecutive terms (i.e., three years in total). The Treasurer may only be re-elected to the post for maximum of two consecutive terms (i.e., two years in total). All non-office bearers may be re-elected for an unlimited number of consecutive terms. However, BEFC abides by the Charity Code of Governance's guidelines that no Board member should serve on the Board for more than ten consecutive years. Currently, no Board member is in breach of that limit.

2.3. Board Meeting Attendance

During the present year (1 Jan – 31 Dec 2025), a total of eight Board meetings were held. The following table sets out each Board member’s attendance at the meetings:

Name of Board Member (alphabetical by surname)	Attendance	Board Role
Mr Tan Tat Hock	7 out of 8	Chairperson
Ms Tan Seok Cheng Mavis	7 out of 8	Secretary
Mr Tang Jun Ren Jarel	8 out of 8	Treasurer
Rev. Dr Desmond Soh	7 out of 8	Co-Opted Member
Rev. Dr Leow Wen Pin	7 out of 8	Co-Opted Member
Mr Chan Jing Xiong	7 out of 8	Co-Opted Member

2.4. Board Committees

To support its work, the Board has appointed one Board Committee, namely, the Human Resource Committee (HRC). The Terms of Reference of the HRC was drafted and approved by the Board. The HRC’s composition is as follows:

Name of Committee Member	Committee Role	Occupation
Mr Tan Tat Hock	Chairperson	Teacher
Mr Jarel Tang	Member	Management Consultant
Mr Han Yew Kwang Calvin	Member	Public Officer
Ms Leong Siew Lih Jamie	Member	Human Resource Director
Rev. Dr Desmond Soh *	Ex-Officio Member	Senior Pastor

* The Senior Pastor recuses himself from any HRC discussions and decisions that concern his own salary.

2.5. Disclosure of Remuneration Received by Board Members

During the present year (1 Jan – 31 Dec 2025), no independent Board members were remunerated for their Board services. See Section 3.1 below for remuneration for staff members who are also Board members.

3. Other Policies

3.1. Disclosure of Remuneration of Key Staff Members

Staff salaries are reviewed and approved by the Human Resource Committee. Salaries reflect each role's scope and responsibilities, and are not set by the staff members themselves. The following table discloses the annual remuneration bands of all staff members, in bands of \$100,000:

Remuneration Band	Number of staff	Remarks
Between \$100,000 to \$200,000	1	Serves as a BEFC Board member
Below \$100,000	3	One serves as a BEFC Board member

There are no paid staff who are close members of the family of the Board members.

3.2. Volunteer Management Processes

BEFC recruits volunteers from its own membership for its various activities and programmes. They are inclusively recruited across various abilities based on their spiritual gifts and interests. Volunteers undergo onboarding covering their ministry's scope of work. They are briefed on their responsibilities and provided with relevant training and support where necessary. An annual Ministry Appreciation Sunday service is held to recognise their contributions.

3.3. Conflict of Interest Policy

All Board and staff members are required to comply with the BEFC's conflict of interest policy. The Board has put in place documented procedures for Board members and staff to declare actual or potential conflicts of interests on a regular and need-to basis. Board members also abstain and do not participate in decision-making on matters where they have a conflict of interest. The policy can be accessed on the church's website.

3.4. Whistle Blowing Policy

BEFC has a whistle blowing policy in place to address concerns about possible wrongdoing or improprieties in financial or other matters in BEFC. The policy can be accessed on the church's website.

3.5. Financial Policy

For financial matters, the Board reviews and approves the yearly budget prepared by the Treasurer after ministry submissions and consolidation. The Board also conducts quarterly reviews of financial results. Any spending outside the budget and/or over \$2,000 requires Board's approval. Staff remuneration and benefits require independent Board approval, through the Human Resources Committee. Non-independent staff members recuse themselves from Board discussion and decisions involving staff remuneration and benefits.

3.6. Investment & Reserves Policy

The primary objective of BEFC's investment policy is to safeguard church assets and ensure long-term financial sustainability. Reserves are managed prudently to support BEFC's core programmes and operations while providing a financial buffer against unexpected shortfalls or disruptions. This enables BEFC to maintain continuity of services and respond to future ministry needs.

BEFC currently maintains a strong reserves ratio of more than 2 times our annual operating expenditure.

"a plan for the fullness of time,
to unite all things in him,
things in heaven and things on earth."
(Ephesians 1:10)

Bethany Evangelical Free Church

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