



THE HIDING PLACE

(CHRISTIAN HOME MISSION) LTD.

ANNUAL REPORT

FOR FINANCIAL YEAR 2025

"We proclaim Him, admonishing every man and teaching every man with all wisdom, so that we may present every man complete in Christ"

Colossians 1:28-29 NASB

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ABOUT US

OUR PURPOSE

The Hiding Place is a Christian Home for a new beginning, set up for the rehabilitation of drug addicts, ex-prisoners, alcoholics, gambling addicts, inhalant abusers, wayward teens, young offenders, troubled youths and those in need of help. Through our programmes and services, The Hiding Place promises an environment that restores one's life balance.

OUR MISSION

"We proclaim Him, admonishing every man and teaching every man with all wisdom, so that we may present every man complete in Christ"

Colossians 1:28-29 (NASB)

OUR MOTTO

As long as we live, we will open our door to anyone who knocks.



OUR HISTORY

Students from the Singapore Bible College had responded to the late Reverend Henry Khoo's call to do outreach work for drug addicts at the opium treatment centre on St John's Island. These regular visits to the island led one student, Sister Christina Chan, to start the first Halfway House in Singapore in 1973 called the House of Grace. In 1976, Sister Christina was joined by her husband Pastor Philip Chan and the Halfway House was renamed The Hiding Place. A former heroin addict, Pastor Philip Chan was set free from drugs by the power of the Gospel. He believed that Christianity had much to offer in the rehabilitation of drug addicts and so dedicated his life to this cause. The couple thus initially reached out to drug addicts, but The Hiding Place has since opened its doors to many others in need.



OUR FOUNDERS

The late Pastor Philip Chan and Christina Chan responded to God's call to reach out to those in need.



Pastor Philip and Sister Christina went home to be with the Lord in the years 2020 and 2022 respectively. Since Pastor Philip's passing, leadership of the ministry has been handed over to Pastor Tan Hock Seng, who has been with The Hiding Place since 1981.



MESSAGE FROM THE EXECUTIVE DIRECTOR

*Pastor Tan Hock Seng, Executive Director of
The Hiding Place. Pictured with his wife, Elaine.*

STAYING THE COURSE

JUDGES 13-16

As we thank God for being with us in the 2025 and thank all of our supporters for their faithful partnership in the past year, our ministry also looks forward to what 2026 will bring. We are reminded of how important it is to stay the course and continue reaching out to drug addicts, prisoners, offenders, and others of similar background in our society. This is the mission the Lord has given to The Hiding Place: "We proclaim Him, admonishing every man and teaching every man with all wisdom, so that we may present every man complete in Christ" (Colossians 1:28-29).

Staying the course is not something automatically guaranteed just because of 52 years of ministry. It is also not enough for the ministry to have the initial calling. God desires that we stay faithful by continuously remembering what He has asked of us, and by continuing to walk within this calling each and every day. As we seek the Lord's strength to remain faithful, it is good to turn to the Bible for His Wisdom. Think of Samson, a man whose calling was eroded by compromise.

Samson was a Nazirite from birth: he was divinely appointed and consecrated for a sacred purpose. His life was marked by vows of separation – no wine or strong drink, nothing unclean, and no cutting of his hair. His extraordinary strength was not natural ability but the empowerment of the Spirit of the Lord. He was strong because God was present with him. Over time however, a troubling gap developed between his calling and his conduct.

Though he was set apart, Samson repeatedly pursued what was right in his own eyes, reflecting the moral decline described throughout the Book of Judges. Samson's failures were not isolated incidents but a steady pattern of compromise. He lacked restraint, formed relationships without discernment, and pushed against holy boundaries. What began as small concessions grew into a lifestyle of spiritual carelessness. By the time Delilah entered his life, Samson was already accustomed to living near the edge of obedience. Delilah did not create his disobedience, she exposed it. When his hair was cut, Scripture records the sobering words: "He did not know that the Lord had left him."

In truth, Samson's strength did not vanish suddenly. It faded through prolonged neglect of God's presence. Samson's downfall was not ultimately because of Delilah, but due to a divided heart.

Here is the hope Samson's story still offers however: At the end of his life, in blindness and humiliation, stripped of pride and self-reliance, Samson finally cried out in humble dependence. And God, in mercy, answered his prayer.

The same God of mercy who responded to Samson is still with us today. He offers us merciful patience when we stumble in our walk, and strength to carry on after we repent. He is waiting for many more drug addicts, prisoners, and offenders in Singapore to understand the depth of His love and mercy for them. Therefore, The Hiding Place ministry carries on with our calling.

Pastor Tan Hock Seng
Executive Director of The Hiding Place

OVERVIEW OF CHARITY

THE HIDING PLACE (CHRISTIAN HOME MISSION) LTD ("THE HIDING PLACE") *was registered as a company limited by guarantee in 15 April 1983.*

THE HIDING PLACE *was registered as a charity under the Charities Acts (chapter 37) since 30 June 1987.*

THE HIDING PLACE *has M&AA as well as Rules and Regulations as its governing instrument.*

UNIQUE ENTITY NUMBER (UEN):
198301684W

REGISTERED ADDRESS:
5A JALAN HAJI SALAM, SINGAPORE 468746

AUDITOR:
NLA DFK ASSURANCE PAC

BANKERS:
DBS BANKING

ADVISORS:
DR HAN MENG SIEW
DR TIEW LAY HWA
MS SHIRLEY HOO

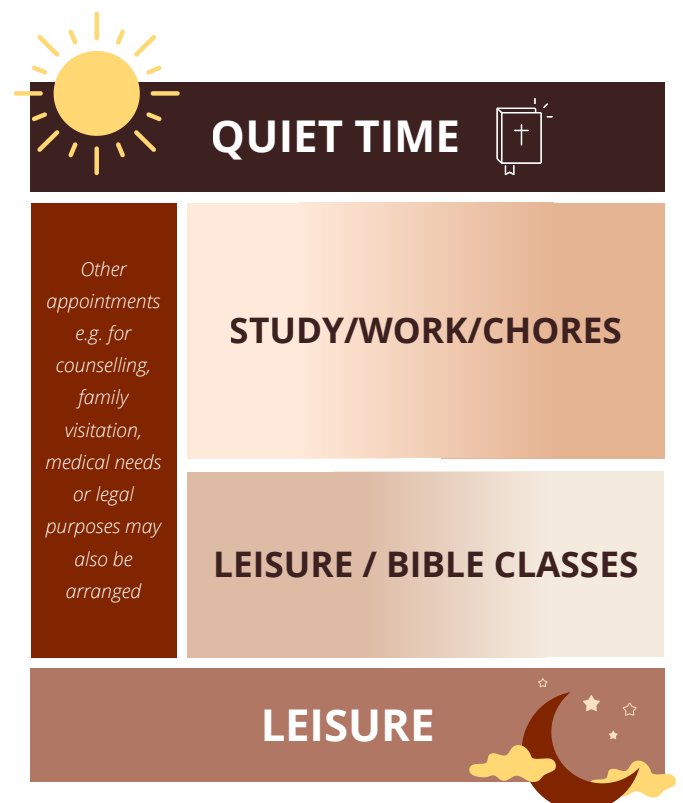
OVERVIEW OF CHARITY

(RESIDENTIAL PROGRAMME)



The Hiding Place operates a 24/7 resident live-in ministry Christian Home where staff live in as well, becoming family to the residents in the Rehabilitation Programme. We provide a 12-month programme which comes in three phases: 1) Nurturing, 2) Growth, and 3) Integration. Each stage takes up to four months, although residents may always choose to stay longer even after officially completing their programme.

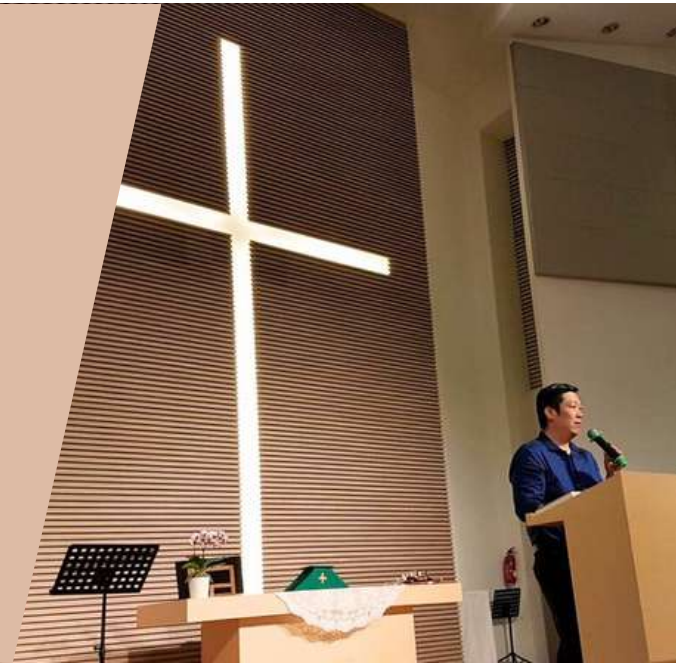
Our programme aims to help residents achieve balance in different aspects of living through the Spiritual, Vocational, Educational, and Recreational. A day in the life of a resident/staff will typically comprise of all four. Residents with special circumstances or needs may have a different schedule and are considered on a case-by-case basis. On Sundays, we also attend our own in-house church service. Restoring life balance will always be our top priority.



OVERVIEW OF CHARITY (RESIDENTIAL PROGRAMME)

SPIRITUAL

Although our programme also emphasises other aspects, we recognise that the spiritual aspect must be given top priority. Our Ministry has helped and nurtured numerous people over the years, many of whom have affirmed that religion plays a vital role in the rehabilitation of drug addicts. We are confident that when a resident repents and turns to God who has planned a way for them, they will have a success story to tell the world.



VOCATIONAL

The preparation of the residents to face the competitive world when they leave, is of next importance in our Drug Rehabilitation Programme. The vocational emphasis seeks to train the residents in work skills, to shape their attitudes, and to inculcate responsibility. Residents are taught skills such as various culinary and service sector related skills.



EDUCATIONAL



Education is encouraged as far as possible. Young residents study under Home Tuition provided by volunteer tutors to allow them to attain their GCE 'N' or 'O' Levels certificates. Residents who have already completed their secondary education are encouraged to go to public schools such as Polytechnics to be equipped with higher qualifications. Residents are also equipped with basic knowledge in computer and IT skills.

RECREATIONAL

Recreational activities are important for fitness and to help one remain mentally alert and active. They help build character through discipline. In addition, we believe that if we can interest the residents and emphasise the importance and benefits of being involved in sports, it would divert their attention from drug-taking and other addictive behaviours to more healthy recreational activities.



For every person who enters our doors, we are committed to moulding them in the way our Lord and Saviour Jesus Christ would want us to.

BOARD OF DIRECTORS

A total of 6 board meetings were held in 2025 on the following dates:

- **Annual General Meeting:**
 - 24 June 2025

- **General Meeting:**
 - 07 January 2025
 - 04 March 2025
 - 24 June 2025
 - 26 August 2025
 - 25 November 2025

Details of board members, their appointment date, current appointment, and attendance at board meetings for 2025 are as follows:

NAME	CURRENT BOARD APPOINTMENT	CURRENT OCCUPATION	2025 BOARD MEETING ATTENDANCE
Samuel Chua	Board Chairman 02 Jan 2019	Manager	6/6
Bob Toh	Board Vice-Chairman 21 Jun 2006	Manager	5/6
Vincent Quack	Board Secretary 24 Jun 2025	Consultant	4/6
Ann Siew Ong	Board Treasurer 25 Jun 2024	Accountant	5/6
Nancy Toh	Board Member 21 Jun 2006	Accountant	5/6
Patrick Stephen	Board Member 11 Feb 2020	Assessor	6/6
Edmund Chua	Board Member 20 Jun 2007	Evangelist	3/6

BOARD OF DIRECTORS

The Hiding Place is actively working on leadership renewal in the Board of Directors, while simultaneously bearing in mind the nature of the work undertaken by The Hiding Place and the value of institutional knowledge in such ministries.

Over the past 6 years, 5 new Directors have been appointed. 2 of these new Directors subsequently stepped down due to health or personal commitments.

There are currently 4 Directors who have served for more than 10 years. The Board has considered the continued service of each of the following long-serving Directors on an individual basis, and recognises the significant role each of their continued presence plays in ensuring continuity in good governance, as well as in ensuring smooth succession during transition periods as the Board continues to seek leadership renewal within the Board.

- Toh Lai Hee, Bob (since 21 June 2006)
- Chua Kok Hiang, Edmund (since 20 June 2007)
- Chua Wee Kiang, Samuel (since 02 July 2013)
- Toh Kim Hong, Nancy (since 21 June 2006)

The Board of Directors acknowledges the importance of regular renewal and is committed to a deliberate and responsible succession process. The continued service of these Directors is not indefinite, but reflects the operational reality of a small, specialised halfway house where institutional knowledge and programme continuity are critical to the welfare of residents.

The Board will continue to actively identify, recruit, and develop new Directors with the skills and commitment needed to serve The Hiding Place's mission, and The Hiding Place remains committed to supporting life transformation through its residential programme operations in the year ahead.

KEY FINANCIAL INFORMATION

TOTAL INCOME : \$895,894
TOTAL EXPENDITURE : \$1,114,723
NET DEFICIT : \$218,829

ANALYSIS OF 2024 AND 2025 FINANCIALS:

	FY2025	FY2024	VARIANCE
TOTAL INCOME	\$895,894	\$944,798	\$48,904
TOTAL EXPENDITURE	\$1,114,723	\$1,230,189	\$115,466

REMARKS:

NONE OF THE HIDING PLACE PAID STAFF RECEIVES MORE THAN \$100,000 EACH IN ANNUAL REMUNERATION

*Highlights
of 2025*

ACTS Student Camp

SPIRITUAL RETREAT FOR STAFF & RESIDENTS WITH OTHER HALFWAY HOUSES



ACTS Leaders Fellowship

REGIONAL HALFWAY HOUSE MINISTRY CONNECTIONS



Resident Testimony: Loh Hang Meng

My name is Loh Hang Meng, most people call me Meng. I started my rebellious ways at the age of 14. I did not do well in school and I 'pongteng' school to go roller skating at Serangoon Garden Circus nearby. I began drinking beer, taking tablets, smoking cigarettes and marijuana. I also got into fights in my neighbourhood in Ang Mo Kio. Whenever I helped out at my parents' drink stall at Satay Club, I would steal from them to fund my habits.

At 19, friends introduced me to heroin and I quickly got hooked. In 1993, I went to the NPP to surrender myself after my mother urged me to quit. The officer brought me to AMK police station where I was detained by CNB. I underwent cold turkey at Sembawang DRC. I was locked up as I went through withdrawal and the only thing I could do to try and get some relief from the agony was to take cold baths. After a week, I was released and I had to report for urine tests. After two months, I stopped going for the urine tests and went back to taking heroin.

That was the start of my 20-year struggle with drugs and getting into trouble with the law. Although I tried many times to stay clean, I kept relapsing and each time seemed worse because of the effects of the drugs. I have been to DRC three times and prison five times, with cases including assault, drug consumption and robbery. My last imprisonment was for threatening my father with a knife when I was on ice. My father was so scared, he ran to my brother's house and called the police. I was arrested in my own house. My father took out a PPO against me. I deeply regret what I have done and hope my father will forgive me and lift the PPO so I can return home.

The last time I took ice, I tripped badly and started seeing CNB officers surrounding me. I contacted my counsellor and he suggested that I go to IMH for the detox programme. At IMH, I came to know about Hiding Place. I was tired of the kind of life I was living and I wanted a normal life so I decided to go to Hiding Place to try and change my life.

I've been at the Hiding Place for six months. Every day I do my quiet time and I learn many things from the Bible. As I see changes in myself, I am encouraged to put in even more effort. I have inner peace even though I still struggle. The Bible tells me to stand firm and that God loves me forever and ever.

I will continue to remain at Hiding Place until my father and brother are willing to accept me and allow me to go home. I am working in the Hiding Place Kitchen and learning to cook. My goal is to become a better person, not taking drugs anymore and having my own family. I am grateful to Hiding Place for providing me a place to stay and to know God and the chance to be a newborn person.

Brother's Keeper Alumni Ministry

ALUMNI MEETINGS & OUTINGS: SPURRING ONE ANOTHER ONWARD



Family Moments

GOD'S LOVE MADE KNOWN THROUGH THE EVERYDAY



Alumni & Staff Testimony: Satiyan (Sart)

As a young boy, I was very active in indoor and outdoor games. One of the best times in my life was my schooling days. It kept me fit and active mentally and physically. But everything came to a complete stand still after my involvement with bad company and I got into stealing, smoking, drinking and consumption of drugs. I lost interest in everything I did, including my studies. By the time I was twenty, I have been to prison and drug rehabilitation centre (DRC) numerous times. During my confinement, I was fit physically due to the strenuous exercises inflicted upon us. Every time I was released from the DRC or prison, my health would deteriorate within a matter of weeks, because I would return to my old habits, indulging in alcohol, drugs, occasional gambling and other vices.

In 1991, I came to know of The Hiding Place through my wife and joined the programme with the purpose of curing my drug addiction. But later I realised that it was a spiritual problem that needed to be rectified. When I accepted the Lord Jesus Christ, God restored me physically, mentally and even spiritually.

Physically, He has given me strength to compete in various kinds of sporting events with competitors at least half of my age. I was 41 back then and my fellow competitors' ages range from 18 and above. Despite their youth and agility, I was still able to keep up or even be a step ahead of them at times. I was thankful to God for the strength and good health He had given me.

Mentally, God healed and gave me a stable mind to think clearly in the situations I was put into. Spiritually, I was growing in the Lord, learning and pressing on daily with the Word of God through Bible studies, friends and family members.

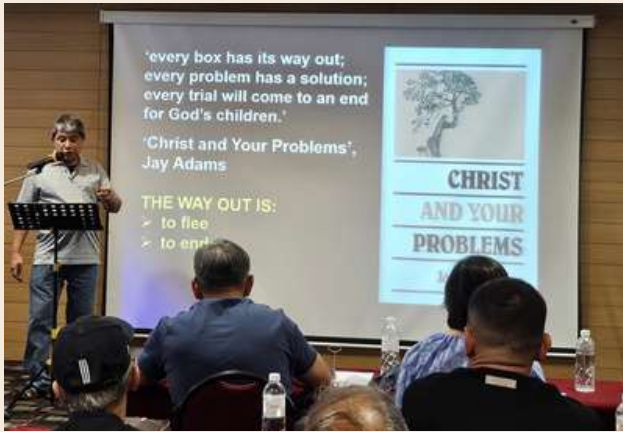
But in the year 2000, when things were going well, I was comfortable and living a blessed life, I started to compromise, not realising that my pride and ego was creeping back into me. I left THP and went to Brunei for 3 years, playing music in a club there and eventually things got out of hand. I went back to drugs again. Realising I could not go on like this, I called for help again at THP and was admitted to the programme in Sep 2010.

When I returned, I rededicated my life to God, knowing that without Him, I was nothing. I came up with a motto for myself - Stand Steadfast in His Goodness. I decided to take up the challenge of serving as a staff. I have experienced God's grace, mercy and love working in, around and before me. I experienced two strokes in 2020 and the Lord healed and saw me through that period. I am so thankful for God's work in my life.

Praise the Lord, I'm 71 now, pressing on a step at a time, by God's grace and mercy. One important lesson I've learnt is to thank God in all circumstances and not to get ahead of myself. May the grace of the good Lord continue to strengthen and enable me to live up to this testimony for His glory.

Hiding Place Camp

SPIRITUAL RETREAT: A TIME TO REST, LEARN, AND HEAR WHAT GOD IS SAYING



"I have come to know more about Jesus, how to pray and how to be an honest person to everyone, including my family. The journey is not easy, struggles and challenges are real. I am learning to be humble and to be thankful and to rejoice in difficult situations. I thank God that I can stay on at the Hiding Place to continue my journey to be a new creation."

– Hiding Place Resident



52nd Anniversary

CELEBRATING ANOTHER YEAR OF GOD'S HAND IN THE MINISTRY



**DEDICATION OF JEREMY TAN
AS DEPUTY EXECUTIVE DIRECTOR
OF THE HIDING PLACE**



Alumni & Former Director Testimony: Thomas Liao

My childhood was marked by a desperate need for attention, a void I tried to fill by acting out and defying authority. This path led me down a dark road. At 13, I joined a gang, dropped out of school, abused drugs, and ultimately became homeless, even contemplating suicide. In 2008, at the age of 20, I was arrested and incarcerated for drug trafficking. The four walls of prison did not intimidate me because I was caught again for a similar offence less than two weeks after I was out on bail.

However, it was also within those same prison walls that something profound happened. I found Christianity, and with it, a glimpse of hope. For the first time, I dared to imagine a future that was different from the one I had carved out for myself. I began to wonder if I could truly change, whether my life could have a purpose beyond the pain and mistakes of my past.

After serving my sentence, I voluntarily sought rehabilitation at The Hiding Place. I knew that a strong foundation in faith was crucial for successful reintegration into society. The daily devotions, sermons, and spiritual trainings I received there were instrumental in building a strong foundation for my walk with Jesus. It was a period of crucial growth and healing, allowing me to solidify my faith and to prepare for the challenges ahead. I am incredibly grateful for the support I received there, including the accommodation and tuition assistance provided which enabled me to complete my O-Levels. Passing those exams opened an unexpected door: I was accepted into the Social Work diploma program at Nanyang Polytechnic. This, in turn, paved the way for me to pursue a Bachelor's degree in Social Work at the University of Social Sciences (SUSS) eventually. My 13 months at The Hiding Place were essential for stabilising my life.

My early life was defined by a broken family and the pervasive belief, shared by many like myself, that I was a lost cause, destined to be nothing more than a troublemaker. But my life now is a testament to the statement that "Your start in life does not determine your destination," a quote that resonated deeply with me in the years following my release. Today, my life is grounded in the importance of relationships, caring for my family, and striving to live a life that honours God. I am no longer that aimless, troubled youth. I have found my purpose, and it is rooted in helping others find theirs.

Finding God in prison was the most profound gift I have ever received. It was a moment of true grace, a turning point where He pulled me from darkness and placed me in His marvellous light. I shudder to think where I might be today had I not encountered Him. I could easily still be lost and aimless on the streets, a burden to society rather than a contributing member. Instead of being a positive influence, I could have become a negative one, a stumbling block for others. It is proof of His transformative power that He can take what the world considers as "trash" – a broken, troubled life like mine – and reshape it into something useful, something meaningful. This grace, this redemption, is what drives me forward.

Today, I am a social worker, happily married to my best friend and life partner, Charmaine. We have a child and expecting another one soon. I serve as a director on the Hiding Place Board. It's all the goodness of God and I give all glory and honour to Him.

Community Partnerships

IT TAKES A VILLAGE - WE ARE THANKFUL FOR YOU!



GOVERNANCE

BOARD GOVERNANCE

- Induction and orientation are provided to incoming governing board members upon joining the Board.
- There is no governing board member holding staff appointments.
- There are no staff chairing the Board.
- The Finance governing board member responsible for overseeing the finances of the charity will can only serve a maximum of 4 consecutive years.
- All governing board members must submit themselves for re-nomination and re-appointment, at least once every 3 years.
- There are documented terms of reference for the Board and each of its committees.

CONFLICT OF INTEREST

- 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.
- Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.

STRATEGIC PLANNING

- 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.

HUMAN RESOURCE AND VOLUNTEER MANAGEMENT

- The Board approves documented human resource policies for staff.
- There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.

GOVERNANCE

FINANCIAL MANAGEMENT AND INTERNAL CONTROLS

- 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.
- The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.
- The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.
- The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks.
- The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.
- The charity invests its reserves in fixed deposits only.
- The charity has a documented investment policy approved by the Board.

FUNDRAISING PRACTICES

- The charity received cash donations (solicited or unsolicited) during the financial year.
- All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.
- All donations in kind received are properly recorded and accounted for by the charity.

GOVERNANCE EVALUATION REPORT FY2025

S/N	CODE GUIDELINE	CODE	RESPONSE
Principle 1: The charity serves its mission and achieves its objectives.			
1	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity's governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Yes
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes
3	Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	Yes
Principle 2: The charity has an effective Board and Management.			
4	The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	Yes
5	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Yes
6	Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity: a. Audit b. Finance * Other areas include Programmes and Services, Fund-raising, Appointment/Nomination, Human Resource, and Investment.	2.3	Yes
7	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Yes
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.	2.5	Yes

GOVERNANCE EVALUATION REPORT FY2025

S/N	CODE GUIDELINE	CODE	RESPONSE
9	Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position). For Treasurer (or equivalent position) only: a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role. i. After meeting the maximum term limit for the Treasurer, a Board member's re-appointment to the position of Treasurer (or an equivalent position may be considered after at least a two-year break. ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer.	2.6	Yes
10	Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well. a. No staff should chair the Board and staff should not comprise more than one-third of the Board.	2.7	Yes
11	Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well. a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.	2.8	Yes
Principle 3: The charity acts responsibly, fairly and with integrity.			
12	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	Yes
13	Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise. a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/ herself from the meeting and should not vote or take part in the decision-making during the meeting.	3.2	Yes
14	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes
15	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes

GOVERNANCE EVALUATION REPORT FY2025

S/N	CODE GUIDELINE	CODE	RESPONSE
16	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	Yes
17	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Yes
Principle 4: The charity is well-managed and plans for the future.			
18	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).	4.1a	Yes
19	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as: i. Revenue and receipting policies and procedures; ii. Procurement and payment policies and procedures; and iii. System for the delegation of authority and limits of approval.	4.1b	Yes
20	Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	4.2	Yes
21	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3	Yes
Principle 5: The charity is accountable and transparent			
22	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	Yes
23	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	Yes

GOVERNANCE EVALUATION REPORT FY2025

S/N	CODE GUIDELINE	CODE	RESPONSE
24	The charity should disclose the following in its annual report: a. Number of Board meetings in the year; and b. Each Board member's attendance.	5.3	Yes
25	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Yes
26	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.	5.5	Yes
27	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.	5.6a	Yes
28	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	5.6b	Yes
Principle 6: The charity communicates actively to instil public confidence.			
29	Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	6.1	Yes
30	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes

END OF FY25 REPORT

