

Nothing's Changed

THE GIRLS' BRIGADE
SINGAPORE ANNUAL
REPORT 2021

Hope
does not
Disappoint



The Girls' Brigade is one of the *oldest* Uniformed Youth Organisations in the world.

Endorsed by the Ministry of Education, our volunteers and partners conduct Co-Curricular Activities each week.

As a values-driven organisation, we believe *Every Girl* can be a shining example of a *servant-leader*.

Everything is *different...*

COVID-19 has turned the world upside down. Everything has been impacted.

How we live and interact with each other, how we work and communicate, how we move around and travel.

Every aspect of our lives has been affected.¹

Yet nothing has *changed...*

The altered lives of our children deserve the best we can bring out of ourselves.

In each passing generation, to ***rise above*** our own limitations to do the seemingly impossible – ***providing Every Girl an island of stability and consistency in their ocean of change.***

Our 95 years of *service* to students and their families in Singapore

Girls' Brigade Singapore continues our resolve to re-invent, re-create, and re-invigorate ourselves and the communities around us.

Our 95th anniversary will be marked with recent changes to our organisational structure, curriculum, uniform and equipping our Officers with basic skills to create inclusive spaces for students with special learning needs.

Things will be different. But our mission, historical roots, and strong traditions will always be unchanged.

¹ How COVID-19 is changing the world, A statistical perspective, Volume 1, UNICEF, May 2020



Dear *Friends,*

2021 has been a remarkable year for the Brigade as we continue through a season of *constant change*. Despite the circumstances of an unabating pandemic, the Girl's Brigade is grateful for every opportunity given to make a difference in *Every Girls* life.

As we commemorate our 95th anniversary in 2022, we want to celebrate the courageous *women* (and *men*) who made this possible.

You may be a volunteer, an educator, a parent, or a donor. Know that you are part of a larger *community* of nurturers – and each one of you an important agent in building a robust fabric of social and emotional support around Every Girl.

To friends and members of the public, you willingly responded to our call for help when we started our very first wish fulfilment project.

As a parent, you partnered our Officers to give the best of your time and support to be present and *involved* in your daughter's GB experience. You have created an environment for them to flourish at home and in school.

As a donor, you readily *believed* in the importance of our work. Making adjustments during the pandemic required more resources than usual. Without your generosity, we would not have been able to do all that we accomplished last year.

To our Officers and teachers, I am *awestruck* by your conviction to put the well being and interest of your Girls before everything else. The past two years have been deeply challenging as you *adapted* to the current circumstances to continue to engage our Girls, acting as a firm foundation for them as they navigate the constant change.

The Brigade and a generation will be grateful.

As we soldier on, we do so with a clarity of purpose that is crucial to our work with youths: Providing Every Girl with a leader to help her fulfil her *fullest* potential.

There are plenty of good works yet to be accomplished within our capacity.

It is my heartfelt wish that GB will continue to be a *pillar of strength* for Every Girl – so that she can find the true courage and conviction to be who she is meant to be.

Ms Sharon Liat
Brigade President

The Girls' Brigade Singapore



The Girls' Brigade Singapore (GBS) was registered in 1985 under the Charities Act. We are a registered Institution of Public Character ("IPC"), administered by the Ministry of Education. Our IPC status is currently live from 01/9/2019 to 31/8/2022.

Unique Entity Number (UEN): S61SS0001A

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- 01** Rising Above
- 02** Sailing Onward
- 03** Venturing Forward
- 04** Governance
- 05** Financials



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Rising Above

01

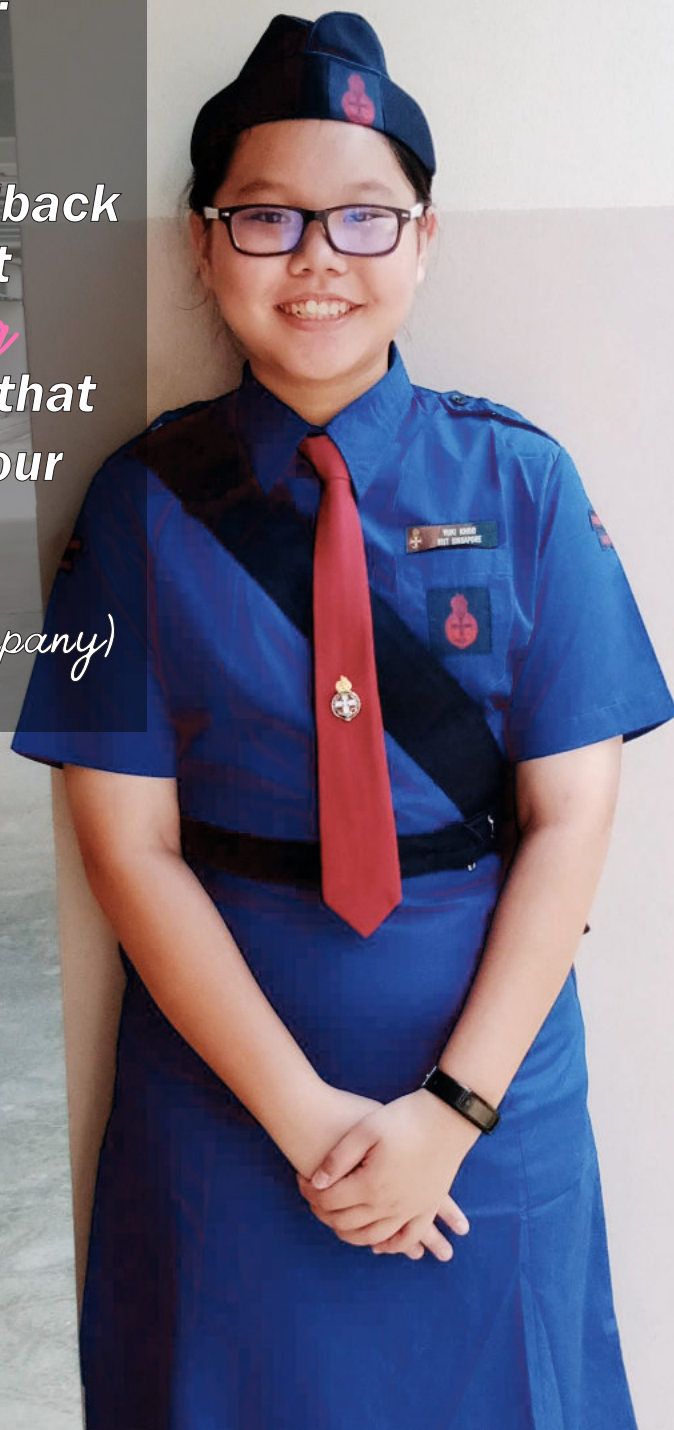
No one is here by chance.

We *celebrate* the resolve of Girls, their families and Officers for making the GB *Experience* flourish in challenging times.

GB has made me more *confident* and at the same time, open and supportive of my fellow members' choices.

The Officers and Teachers provide *constructive* feedback that help us all get better, *improving* ourselves in ways that will *last* through our life's journey.

Zuki Khoo (81st Company)



A *new* programme for a new *generation*

Marking our 95th Anniversary in 2022, Girls' Brigade Singapore has launched a brand-new curriculum and programme experience.

Each Girl *journeys* through the GB and *builds* her life and character on our 4 Fold Programme in *4 distinct components*.



Every Girl is...

Made for More

She discovers and matures a strong sense of *identity*, *significance*, and relational life-skills.

Made for a Future

She develops *courage* and *patience* to learn and apply new skills purposefully.

Made for Adventure

She grows *resilience* and *tenacity* to complete physical and outdoor challenges, as an individual and as a team member.

Made for Good Works

She cultivates *empathy* to identify and meet needs in the world, with an attitude of *gratitude* and service.

Every Girl matters

In the last 5 years, up to 42 Primary and Secondary schools were merged. A further 18 schools will merge from 2022 to 2024.²

We are thankful for the support and solidarity of our partners as we face Singapore's declining birth-rates and changing demographics. Together, we have kept our membership stable over the last 3 years.

2019	2020	2021
3,314	3,122	3,158



Every Officer a gift

Our volunteers are the foundation of our work. They are professionals, educators, business owners, and home-makers - women who make time each week to create an environment where teenage Girls and children experience learning and leading together.

In a time-crunched world, our hope remains for *Every Girl* to have the best opportunities at home, at school and at play, to have the gift of a leader in the most formative years of her life.

We do all we can to increase the number of trained volunteer Officers for this work.

Officers then-and-now:

YEAR	GIRLS	OFFICERS
2021	3,158	272
2020	3,122	181
1993	1,761	150

Reversing a 54% decrease in Officer-Girl interaction from 1993.

181 in 2020 **272** in 2021



be the SPARK that lights the world

Re-lighting our Tertiary Programme by 562%

2019	2020	2021
8	22	53



2-Day Orientation Programme 9th and 16th January 2021



Youth Care and Music Electives 13th March and 17th April 2021



SPARKS get-together 12th June



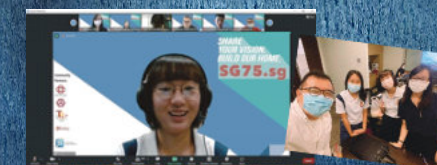
PRIMERS and SPARKS Summit 17th July 2021



Risk Assessment and Emergency Awareness 28th August 2021



End-of-year Gathering



SG75 Webinar 28th August 2021

Our SPARKS Girls and Officers led and moderated a panel attended by Ms Indranee Rajah (Minister, Prime Minister's Office, Second Minister for Ministry of Finance and Ministry of National Development) and Mr Xie Yao Quan (Head, Health Redesign, Alexandra Hospital, MP – Jurong GRC).

² 18 Primary and Secondary schools to undergo mergers, CNA, 7 April 2021

We want to be there - no matter what.

Camaraderie and friendship are integral parts of the GB Experience.

When physical meetings could no longer be conducted in schools or were constantly at risk of being suspended, our Officers made the quick switch to host weekly GB meetings on online platforms.

After months of translating physical meetings into engaging online sessions, our Companies raised the bar and went the extra-mile to host online Company and Inter-Company camps.

Girls rose to the occasion and took on more responsibilities when teachers and Officers weren't able to.

"It was challenging to create and plan activities which were both engaging and in line with the SMM guidelines. We tried to meet these challenges by trial and error, experimenting with whatever it takes to provide a good experience for our Company."

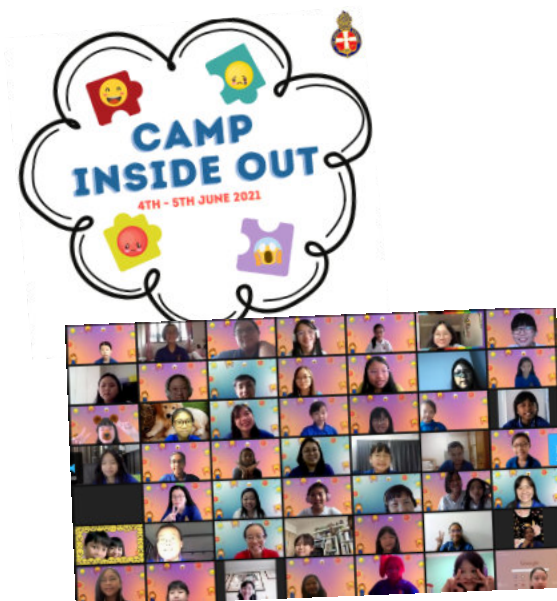
Zhang Ziying (48th Company)

Mental Health Awareness Inter-Company Camp

Four GB Companies joined forces across their Primary and Secondary schools for a 2-day online camp.

The Officers of the 15th, 21st, 36th, and 90th GB Companies took full advantage of the Zoom-meeting-era to create an otherwise impossible bond between Girls from other Companies.

Apart from games, friendly competition, and super fun workshops, Girls got to spend time with a trained counsellor who helped them grow an awareness of mental health, and be better equipped to support their friends in need.



71 %

of GB Companies in Singapore met over more than 23 weeks in 2021.

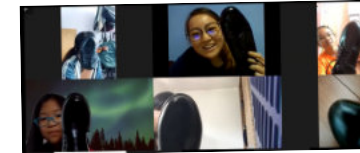
More than 54% of our Companies organised virtual or day-camps in 2021.

Girls engaged in more than 1,700 hours of service to the community.

Drill lessons go online

To help Girls maintain a strong sense of discipline and consistency, GB companies found ingenious ways to teach new Girls the basics of foot-drill and keeping their uniform in good order.

From live demonstrations to senior Girls taking the lead to guide their juniors with self-made tutorial videos, leaders made full use of these moments to catch up with the Girls online over a spot of boot-polishing.



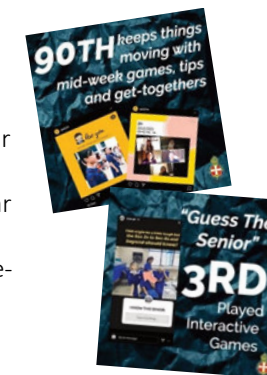
Love, beyond digital boundaries

Along with a gift bag, Girls from the 16th GB Company learned to craft teddy bears from towels and gifted them to children from a children's home.



Multiplying touch points

Officers organised weekly games and challenges on their social media pages to keep Girls involved between regular meetings – turning the life-giving GB experience into bite-sized routines for Girls when they needed it most.



"The Seniors made good use of technology and we were still able to learn the commands quite effectively despite only being able to see each other's movements through a tiny computer screen!!"

Allison (45th Company)

There is no such thing as spending too much time with next generation.

Not every young person has equal access to an environment where they are able use their time meaningfully or to relax.³

³ Not everyone has right environment for Home Based Learning, The Straits Times, 7 Oct 2021

We are glad to see that she's given a *chance* to *learn, lead* and *share* her journey with those around her.



GB exposure for Selene has brought about a *tremendous change* especially for her self-*confidence* and *resiliency*. She takes pride in everything she does with GB, sharing every new thing she learns with us.

We can see that she has a bigger sense of *responsibility* and is eager to learn and explore.

We are glad to see that she is given a chance to learn, lead and share her journey with those around her.

Mom of Selene
(22nd Company)

Sailing Downward

A sailboat with white sails is sailing on a dark, choppy sea. The sky is overcast with grey clouds. The sailboat is positioned in the lower center of the frame, moving towards the viewer. The water is dark blue with white foam from the waves. The sky is a mix of light and dark grey clouds.

02 “When you can’t change the direction of
the wind, adjust your sails” - H. Jackson Brown Jr.
We *can* smile at the *storm*.

This will *not* be the generation that *misses* out.

Moving and thriving onward meant *swift adjustments* and decisive to our mass-participation programmes.

Girls' Brigade Leadership Conference 2021

Our first and largest-ever online Leadership Conference on 16 Jan 2021 saw a record-breaking number of up-per-Secondary Girls coming together to learn from special guests- motivational speaker Nick Vujicic, online personality Aiken Chia, and Esther Tan from the Singapore Women's Everest Team.

In a year of invisible pain and loss, the speakers' retelling of their own journeys of hardship and recovery resounded with many Girls.

Participants found practical help, courage and hope to take each step with focus and discipline - becoming who they were meant to be.

After listening to Aiken's story, it just made me realise how success doesn't just come from chance. It comes from a long way of challenges. we must remain resilient.

- Lih Qing (9th Company)

It really hit me when he (Nick Vujicic) mentioned how we have to embrace our life instead of worrying about the future and regretting the past.

- Ekloe (28th Company)

700 Secondary aged Girls present in our largest online gathering to date.



The Better Minds, Better Tomorrow Challenge

Youth voices painted a picture of the mental health landscape in our ground-up movement to bring awareness of mental health from the perspective of young people.

The Better Minds, Better Tomorrow competition pushed the boundaries of Girls' creativity and empathy, seeing around 1,600 Girls submitting over 500 entries.



A resounding theme that stood out amongst the submissions was the ability of our young minds to create relatable yet heartfelt submissions with a clear message: we're never alone on our journey towards better mental well-being, nor should we be left to our own devices to figure things out.

Concluding the experience during the Award Ceremony, our Guest of Honour together with mental health experts and champions from TOUCH Community Services taught and answered questions to empower Girls to help those who are facing mental health issues – including themselves.

500 Entries received from

More than 1,600 Girls

You don't need to be a mental health or social sector professional to make a difference.

We can all take small steps to reduce stigma, to lend a listening ear, and be kind and understanding to persons coping with mental health issues.

Guest of Honour, Mr Eric Chua
Parliamentary Secretary
Ministry of Social and Family Development & Ministry of Culture, Community and Youth

Scan or click the QR Code to see the entries. Browse our albums for videos & more!



Poverty Simulation at Fast, Food & Fuzz Camp

Our Primary Girls attended an extraordinary online camp on 17th and 14th August 2021.

To cultivate a heart of empathy for those who have been harder hit by the pandemic, the annual Fast, Food & Fuzz Camp (FFF) brought attendees through a series of role-playing challenges, simulating real-life conditions of young families living in poverty.

Girls gained deeper insight into these complex realities when they were challenged to make decisions for their “families” with scarce resources, such as choosing between paying for rent, healthcare bills, or keeping their children in school.

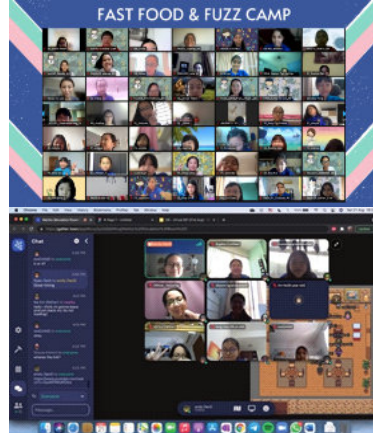
FFF Camp participants grew in empathy and respect for those who have made tremendous sacrifices for their own families, like our migrant guest workers.

Empathy, Mercy, Compassion and Care at the E=MC2 Day Camp

Our very first E=MC2 experience on 21st August 2021 was birthed from the success of its sister programme Fast, Food & Fuzz Camp. E=MC2 shared a focus on role-play through the use of scenario, dialogue and storytelling to teach Girls empathy and gratitude.

Girls chose between experiencing life as a visually impaired person or through the difficult choices faced by those living on the poverty line. They were introduced to the idea of relative poverty and likewise, were placed in scenarios where they had to make difficult decisions while constrained by their financial circumstances.

Girls learnt that not every individual has the equal opportunity to make the best decisions in life.



443

Primary
aged Girls &

184

Secondary
aged Girls
engaged.

“People living in poverty don’t just have big challenges that they have to overcome, daily decisions are a struggle too. People living in poverty are also much more affected should they make a wrong decision.”

“I learnt that there are people who suffer from **relative poverty and not just absolute poverty. Though they might not face as many difficulties as those who face absolute poverty, they still do go through a lot and have difficult decisions to make.”**

Venturing Forward

03

A new *start* to another decade of service.

The Girls' Brigade Friend in Deed Project 2021



Launch of the *new* GB Friend in Deed (GBFD) project in collaboration with South West CDC.

The Girls' Brigade Friendship Day (GBFD) started in 2011 as a national platform for youth and volunteer adults to serve the lonely, elderly, needy and those with special learning needs in the community, through befriending and good works.

GBFD has served more than 13,000 beneficiaries as a Community Carnival through its 9-year run from 2011 to 2019. In the wake of COVID-19 pandemic, GBFD has evolved into the GB Friend in Deed project in 2021 – a platform with greater reach, unconfined to the capacity of a physical setting.



Expanding Our Reach – from the heartlands, to every doorstep

Keeping to the spirit of its forerunner, the GBFD@SouthWest initiative kept its focus on the needs of vulnerable individuals edged out by society and the effects of the pandemic.

Three seniors were the first to have their wishes fulfilled during the launch of the GBFD @ South West initiative on 7 July 2021 at NTUC Health Senior Activity Centre (Taman Jurong). In an ambitious first, the pilot initiative aimed to aid 3,000 vulnerable members of society – twice as many beneficiaries as the previous GBFDs.

The event was graced by President Madam Halimah Yacob, and the Mayor of South West District, Ms Low Yen Ling.

“Every form of support, no matter how small goes a long way... It is times like these that we experience the *strength* and *solidarity* of Singaporeans coming together to help one another.”

Ms Low Yen Ling, Minister of State, Ministry of Culture, Community and Youth & Ministry of Trade and Industry Chairperson of Mayors' Committee & Mayor, South West District.

“You *don't need* to be someone full of power to help someone else. You *don't need* to give them big sums of money, or something that's very big. A *simple act* can make them happy as well.”

– Eliana (90th Company)

In Partnership with



Official Partner



Sponsors





Scan or click this QR code and read about the launch in the **Straits Times**.



Scan or click this QR code to witness the launch event by **Mediacorp Capital 95.8**.

Wishes fulfilled

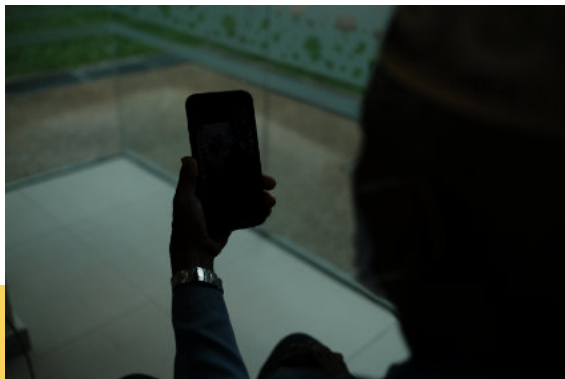
3,000

120 Tele-befrienders

Thank you for making this possible

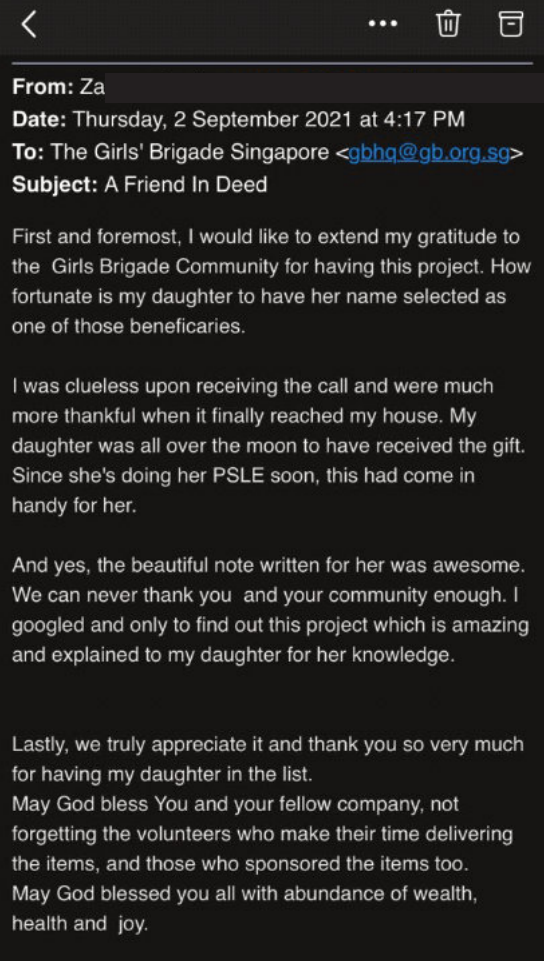
Follow us on Instagram @girlsbrigadesg

Join us in **2022**! Take the lead as an exemplary **giver** who makes a two-fold impact as a **role model** to the next generation, and as a **beacon of hope** to the vulnerable.



GB Tele-Befrienders

120 GB Girls took on the responsibility to tele-befriend 120 seniors in collaboration with the Adopt-a-Senior@South West project. Between June to December, Girls attempted to light up the lives of seniors who had been struggling to cope with the extended period of social isolation that COVID-19 had created.



GB Girls from the 28th Company, Kuo Chuan Presbyterian Secondary school used a pass-the baton style method to transport an incredible load of wish items (including every 5-kilogram free-weight on our wishlist!) from Toa Payoh to Bishan.

04 Governance

The Girls' Brigade Singapore makes every effort to ensure all our practices are aligned with good governance and management standards according to the principles of the Code of Governance for Charities and Institutions of a Public Character (IPC).

Our Policies

Conflict of Interest Policy

The Girls' Brigade Singapore has in place a Conflict of Interest (COI) Policy which all incoming staff & Board Members are required to endorse and align with. This involves avoiding conflicts of interest between the interests of the Girls' Brigade, and personal, professional, and business interests.

Privacy Policy

The Girls' Brigade Singapore has in place a Privacy Policy covering data protection of all information we receive. We regard the privacy of our member's personal data with utmost importance and are committed to comply with the Personal Data Protection Act of 2012 (PDPA).



Scan or click the QR Code to view some of our other policies.

Board and Council Terms of References



Scan or click the QR code to view a summary of our Terms of References.

Executive Board 2021

Position	Name	Date of last Appointment	Attendance at Board Meetings
President, and Chairperson of Staff Committee	Sharon Liat	28 March 2020	7/7
Vice President	Joann Gor	28 March 2020 (member since 2018)	6/7
Treasurer	Patricia Lam	28 March 2020	6/7
Secretary	Thio Lay Hoon	28 March 2020 (member since 2014)	7/7
Assistant Secretary	Dr Sandra Tan	28 March 2020	7/7
Chairperson, Audit Committee	Cheryl Lim	28 March 2020	7/7
Chairperson, Finance Committee	Yeo Geok Eng	28 March 2020 (member since 2014)	7/7
Chairperson, Primary Committee	Jasmine Tan	28 March 2020	4/7
Chairperson, Secondary Committee	Judy Loke	28 March 2020 (member since 2016)	6/7
Chairperson, Tertiary Committee	Esther Mak	28 March 2020 (member since 2020)	7/7
Chairperson, Leadership Development	Petrina Koh	28 March 2020 (member since 2018)	7/7
Ordinary Board Member	Darlene John	28 March 2020 (member since 2018)	7/7

Board members are selected biannually by a Nominations Committee and elected according to our Constitution. Board Members do not receive any remuneration for their involvement. No Board member holds a staff appointment. The Executive Director is an ex-officio member who has the right to attend all Board and Committee meetings but does not vote on the Board's decisions.

Except for the Treasurer, all members serve a term of 2 years for a maximum of 10 consecutive years. The term of office for the Treasurer shall not be more than four (4) consecutive years. Thereafter, reappointment to the Treasurer position can be considered after a lapse of at least two (2) years. All current Board Members have not reached their maximum term of service.

All incoming Board members are recommended a list of training lessons to attend, given an orientation to GBS and provided a handbook that states their roles, responsibilities and the spirit in which they are to perform their duties.

The Nominations Committee is responsible for selecting Board Members based on the final composition of the board which would fulfil the following:

- Specific governance skill-sets
- Sector experience
- Diversity e.g. age, organisational passion etc.

05 Financials

2021 Expenses

Girls' Training, programme and development **36%**

Community Impact and Services **39%**

Administration **25%**

Your support changes the trajectory of young lives.

Hope through Every Girl



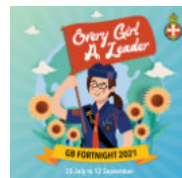
GB Fortnight 2020

50% of all proceeds raised by Girls and Officers donated to **New Hope Community Services** as a charity of choice during the most challenging year of the COVID-19 pandemic thus far.

\$260,000 raised



\$415,147 raised



GB Fortnight 2021

10% of all funds raised, distributed to GB Companies in the most greatest need.



Scan or click this QR Code to watch Meng Ru's GB Story!

The Girls' Brigade has given all that Girls need to become leaders. Cherish what you have, pursue your dreams, don't be brought down by your current circumstances and go for it!

- Meng Ru



Statement of Comprehensive Income

For the financial year ended 31 December 2021

Income

Brigade fortnight collections
Donations/contributions
Grant income
Interest income
Sundry income

2021
\$

411,653
477,733
808,315
31,865
2,049

1,731,615

2020
\$

260,622
240,296
1,491,363
105,982
778,854

2,877,117

Less: Expenditure

Training and development programmes
Brigade activities
Corporate communication
Deficit from GB shop
Extension programmes
Company programme expenses
Special fund expenses
GB Company care support costs
GB headquarters expenses

175,794
108,457
10,405
47,298
165,001
171,379
26,498
125,700
860,867

1,691,399

171,214
97,768
13,624
44,201
59,715
76,981
16,892
128,031
966,811

1,575,237

Surplus for the year transferred to General Fund

40,216

1,301,880

Other Comprehensive Income

Items that may be reclassified subsequently to profit or loss:

Movements in restricted funds:

BB Sembawang Campsite fund
- Share of loss for the year

(116,902)

(58,503)

Total comprehensive income for the year

(76,686)

1,243,377

Auditor: Lo Hock Ling & Co.

Visit www.gb.org.sg to view our Auditor's Report and Financial Statements.

Statement of Financial Position (Balance Sheet)

As at 31 December 2021

	2021 \$	2020 \$
ASSETS		
<u>Non-Current Assets</u>		
Property, plant and equipment	132,859	141,408
Right-of-use assets	859,433	1,178,959
	<u>992,292</u>	<u>1,320,367</u>
<u>Current Assets</u>		
Inventories	138,318	171,759
Receivables	196,287	238,122
Fixed deposits	8,911,758	8,977,499
Cash and bank balances	1,456,650	1,626,499
	<u>10,703,013</u>	<u>11,013,399</u>
Total Assets	<u>11,695,305</u>	<u>12,333,766</u>
FUNDS AND LIABILITIES		
<u>Funds</u>		
Unrestricted funds:		
- General fund	6,380,265	6,566,092
- GB companies programme fund	1,383,826	1,370,482
	<u>7,764,091</u>	<u>7,936,574</u>
Restricted funds:		
- BB Sembawang Campsite fund	102,092	218,994
- Capital fund	171,963	171,963
- Development fund	572,249	572,249
- GB HQ building fund	1,323,468	1,323,468
- Special funds	383,199	170,500
	<u>10,317,062</u>	<u>10,393,748</u>
<u>Non-Current Liabilities</u>		
Lease liabilities	475,213	794,124
Provision for reinstatement costs	7,800	7,800
	<u>483,013</u>	<u>801,924</u>
<u>Current Liabilities</u>		
Payables	110,793	79,067
Deferred grant income	371,897	662,002
Lease liabilities	412,540	397,025
	<u>895,230</u>	<u>1,138,094</u>
Total Liabilities	<u>1,378,243</u>	<u>1,940,018</u>
Total Funds and Liabilities	<u>11,695,305</u>	<u>12,333,766</u>

Auditor: Lo Hock Ling & Co.

Visit www.gb.org.sg to view our Auditor's Report and Financial Statements.

The Girls' Brigade
Singapore



*The Girls' Brigade
Singapore*



*Celebrating
95 years
of service in
Singapore*



*Join us with your
Generous giving*



*Every Girl
a Leader*