



ANNUAL REPORT 2022

Global Cultural Alliance Ltd

Building Communities Bridging Borders

Founded in 2014, GCA is a not-for-profit organisation that focuses on building communities and bridging borders through arts and cultural programmes. It is committed to developing an inclusive society and positioning Singapore as a cultural hub for the exchange of ideas and shared experiences. The team firmly believes in the transformative power of the arts and works with marginalised segments of society including individuals with experiences of incarceration, poverty or in need of mental health support.

For more information, please visit www.globalculturalalliance.sg

A Message from our Chairman

2022 was an eventful year, filled with creative ideas and initiatives, renewing and reinforcing bonds, all the while adapting to changes. In 2022 we optimistically looked ahead and planned for bigger things, as restrictions were lifted for large gatherings. Global Cultural Alliance (GCA) is always committed to its two pillars — Building Communities and Bridging Borders, and this was put to the test during the pandemic as a result of the restrictions that were enforced.

Adapting to the situation, GCA held *Convergence: A Dialogue in Dance* between Hong Kong and Singapore in a hybrid format. *Convergence* featured a collaborative film, a virtual dialogue session, and a live performance by Singapore's Maya Dance Theatre, incorporating elements from Hong Kong Dance Company's original "Convergence" film. The event proved geographical boundaries and pandemic restrictions were immaterial in the celebration of international dance traditions and cultural diversity.

In 2022, GCA also initiated *The Idea of North*, a festival held in Singapore to foster ties between Singapore and its neighbouring countries. *The Idea of North* consisted of Malaysian musical comedy production *Fortune Kooky*, art exhibition *Memories from Bumi Kenyalang* – which featured the works of nine artists from Sarawak – and panel discussion "States of Time" – which comprised industry experts in wildlife, tourism, traditional "kuihs", arts and culture, hailing from Perak, Sarawak, and Melaka engaging in reflections on their respective homelands.

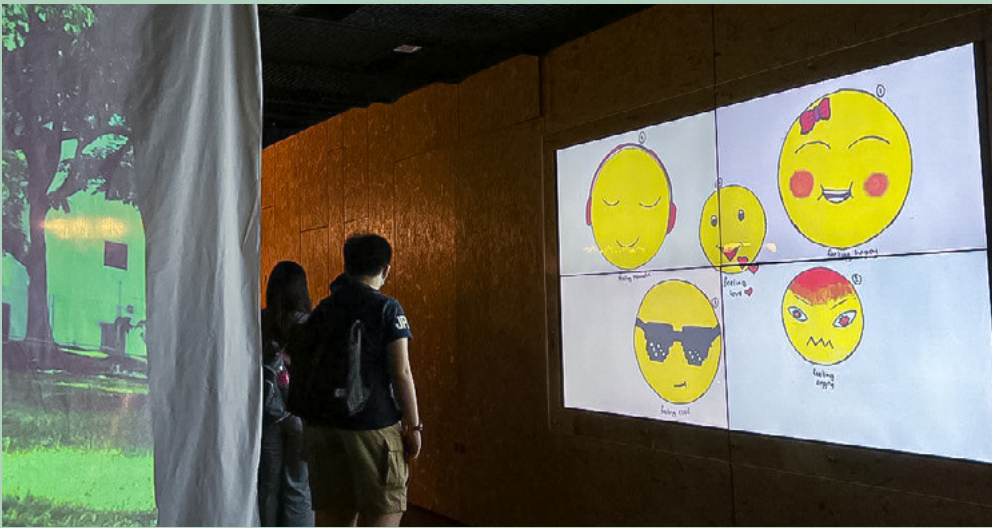
Furthermore, GCA was commissioned to produce *Souljourn*, which was co-organised by the Singapore Association of Mental Health (SAMH) and TRCL. The pandemic had pushed the importance of mental wellbeing to the forefront, and *Souljourn*'s themes of Future, Comfort, Reflection, Dream and Journey aligned alongside SAMH's sessions with its beneficiaries and their works-in-progress. By emphasising how art plays a role in self-care and self-discovery, *Souljourn* saw the alumni from the Business Times Budding Artists Fund (BT BAF) giving back to society by fundraising over \$230,000 to benefit SAMH and BT BAF.

Ending off the year on a high note, *ChildAid 2022*, the annual fundraiser produced by GCA, raised more than \$2.16 million. Aptly themed "All Together Now", *ChildAid 2022* was a massive undertaking that combined a variety of musical performances into a single concert. It brought back the spectacle of the physical concert, with emotive storytelling from before the pandemic, and involved a cast of more than 100. Over 40 schools were represented in the production.

2022 was a year of massive change, but change for the better. At this point, I would like to extend my heartfelt gratitude to my fellow Board members, the staff of GCA, sponsors and partners of the various events that showed the strength of the communities we built and amplified our ability to transcend geographical and physical borders. Without your support, 2022 would not have been such a significant year of change. To the future of GCA, I can look forward to more events and partnerships resonating with our two pillars of building communities and bridging borders.

Lee Suan Hiang
Chairman, GCA

Highlights



Souljourn

GCA was commissioned as executive producer for the inaugural edition of Souljourn, organised jointly by the Singapore Association of Mental Health (SAMH) and TRCL, which showcased the role of art in self-care and self-discovery. The pandemic revealed the need for mental wellbeing, especially among the vulnerable.

Souljourn comprised a series of experiential spaces that explore the themes of Future, Comfort, Reflection, Dream and Journey featuring actual works in progress from SAMH's sessions with its beneficiaries and responses to the works by beneficiaries of The Business Times Budding Artists Fund. Souljourn invited audiences to engage with the installations that featured visual arts, movement, texts, and food.



Steinway Youth Piano Competition 2022

Following the lifting of pandemic restrictions, the Steinway Youth Piano Competition transitioned back to its offline format after being held online during the Covid-19 pandemic restrictions. As part of the Steinway Youth Festival organized by Steinway & Sons in Hamburg, Germany, the competition continued its mission to identify, encourage, and promote young pianists in the early stages of their careers.

Steinway Gallery Singapore and GCA played a vital role in ensuring a smooth transition from the virtual to the physical setting. The return to in-person performances brought back the ambiance of live concerts and provided a platform for young pianists to showcase their talents before a live audience. The competition's legacy of nurturing musical talent remained steadfast, and continued to inspire young musicians on their journey in the world of classical music.

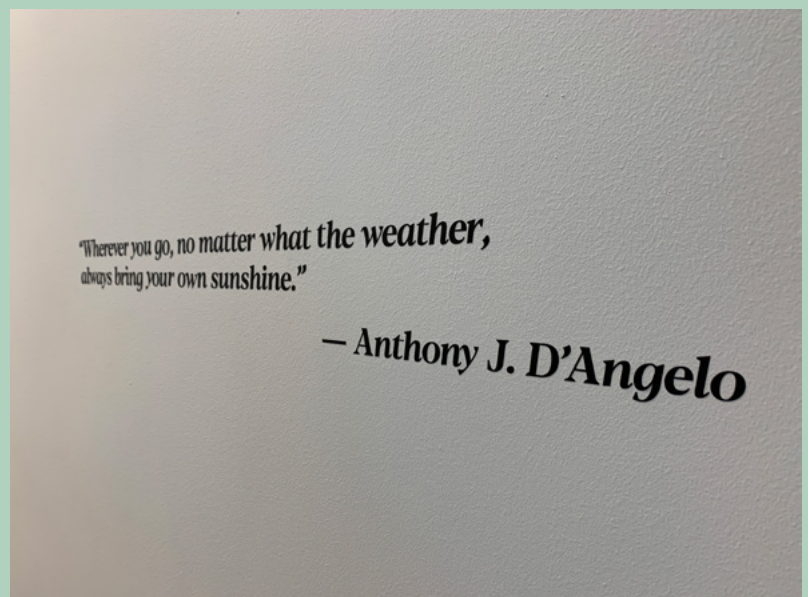
For the first time, Steinway Youth Piano Competition 2022 also saw the addition of the Youth-at-Heart category in the Amateur Class, recognising the efforts of amateur pianists aged 35 and above. The addition aimed to encourage working professionals who love music and piano playing in their pursuit of their musical passion, all the while balancing emotional, mental, and physical well-being in their lifestyle through music. The Youth-at-Heart category in the Amateur Class was opened to those whose main source of income was not related to music, but to those who purely enjoyed playing the piano and Steinway intended to give them the opportunity to be recognised for their technical and musical ability.

Building Communities



ChildAid 2022: All Together Now

Themed “All Together Now,” ChildAid 2022 marked its 18th consecutive year with a concert featuring a variety of musical performances, ranging from popular hits by BTS and ABBA to songs from *The Greatest Showman* and the classical compositions of Mozart. The concert brought back the spectacle and storytelling that were hindered by pandemic restrictions in the previous editions. ChildAid 2022 also incorporated a fantastical tale about a group of friends who embark on a journey through strange and enchanted worlds in order to find their way home. The cast for this production consisted of five actors, three instrumentalists, 30 singers, and 65 dancers, representing around 40 different schools. ChildAid 2022 raised a total of \$2.16m.



Sengkang Hospital Art Curate

The project sought to uplift patients, visitors, and hospital staff by bringing light, familiar scenes of nature, as well as inspiring scenes of the world outside into the hospital premises. This process saw the curation and installation of existing works of various media - photographic works from Tan Ngiap Heng and Richard Koh, acrylic paintings from aspiring and established community-based artists (Barry Yeow, Dawn Kwan, inmate artists in Changi Prisons' Visual Arts Hub programme, beneficiaries of The Business Times Budding Artists Fund trained in Visual Arts), and mixed media works from established Singaporean artist, Kumari Nahappan.



St Luke's Hospital Anniversary Fundraiser: Always, Mother

St. Luke's launched Always, Mother, a charity film that aims to highlight the personhood of individuals living with dementia. Research has indicated that a person's personhood, which encompasses their values and life experiences, remains unchanged even as the disease progresses. The film specifically focuses on the story of a caregiver who is taking care of his mother with dementia. It provides an interactive experience for viewers, allowing them to step into the caregiver's shoes, make choices, and navigate different care options for the mother.

Bridging Borders



Convergence: A Dialogue in Dance between Hong Kong and Singapore

GCA produced *Convergence: A Dialogue in Dance between Hong Kong and Singapore*, a hybrid collaboration held on 30 July 2022. The event brought together the Hong Kong Dance Company (HKDC) and Singapore's Maya Dance Theatre (MDT), uniting martial arts, Chinese dance, and contemporary dance in a mesmerizing blend inspired by Asian and Southeast Asian traditions.

The event featured a collaborative film, a virtual dialogue session, and a live performance by MDT, incorporating elements from HKDC's original "Convergence" film. This cross-city hybrid experience transcended geographical boundaries, celebrating global dance traditions while promoting cultural diversity and understanding.

HKDC's Artistic Director, Yang Yuntao, presented a series of four tutorial videos demonstrating the movements of Hung Kuen, a southern Chinese martial art seamlessly integrated into the original dance production. The tutorials provided participants an understanding of the techniques behind the choreography.



Idea of North

The Idea of North was a festival held in Singapore with the purpose of fostering closer ties between the country and its regional neighbours through a series of curated events and discussions. The inaugural edition of the festival showcased the states of Melaka, Perak, and Sarawak.

The Idea of North featured a Malaysian musical comedy production titled "Fortune Kooky," presented by KuLT Productions. This original theatrical performance previously garnered acclaim during its premiere in Malaysia, and depicted the valuable life lessons learned by an entrepreneur who, despite experiencing a period of hardship, unexpectedly comes into great wealth.

In conjunction with the festival, an art exhibition titled "Memories from Bumi Kenyalang" was organized, featuring the works of nine artists. The exhibition served as an introduction to the cultural heritage of Sarawak, also known as Bumi Kenyalang, which translates to "land of the rhinoceros hornbill." Through 11 artworks, the exhibition showcased various aspects of Sarawak, including its natural landscapes, unique flora and fauna, vibrant way of life, and the rich tapestry of its ethnic communities. This exhibition was supported by the Sarawak Trade and Tourism Office Singapore.

The Idea of North also featured a panel discussion entitled "States of Time." Experts and practitioners hailing from Perak, Sarawak, and Melaka engaged in reflections on their respective homelands. The discussions encompassed a range of pertinent topics, including the significance of heritage preservation, the dynamics of royal succession, the potential of eco-tourism, and the importance of safeguarding authentic culinary arts.



Urban Culture Asia — Melaka

Urban Culture Asia saw a delegation of over 80 entrepreneurs from Singapore and Malaysia, from various industries, gather to further enhance cross-border culture and business relationships in Melaka. Supported by property and community developer Hatten, this initiative seeks to accelerate a digitisation journey towards a more sustainable digital future together, and act as a catalyst for new business collaborations and economic activities within the Melaka Waterfront Economic Zone. During the trip, visual arts students from BT BAF went on an exploratory art walk alongside students from Melaka's Oakrich International School, to capture the sights of Melaka through their art.

Governance

GCA's GEC (Intermediate Tier) for the year ended 31 Mar 2023.

S/No. Code	Guideline	Code ID	Compliance	Explanation (if Code guideline is not complied with)
BOARD GOVERNANCE				
1	Induction and orientation are provided to incoming Board members on joining the Board.	1.1.2	Complied	
	Are there Board members holding staff appointments?		No	
2	Staff does not chair the Board and does not comprise more than one third of the Board.	1.1.3	—	
3	There are written job descriptions for their executive functions and operational duties which are distinct from their Board roles.	1.1.5	—	
4	There is a maximum limit of four consecutive years for the Treasurer position (or equivalent, e.g Finance Committee Chairman or person on Board responsible for overseeing the finances of the charity). Should the charity not have an appointed Board member, it will be taken that the Chairman oversees the finances.	1.1.7	Complied	
5	All Board members submit themselves for renomination and reappointment, at least once every three years.	1.1.8	Complied	
6	There are documented terms of reference for the Board and each of its Board committees.	1.2.1	Complied	
CONFLICT OF INTEREST				
7	There are documented procedures for board members and staff to declare actual or potential conflicts of interest to the Board.	2.1	Complied	
8	Board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied	
STRATEGIC PLANNING				
9	The Board approves and reviews a strategic plan for the charity to ensure that the activities are in line with its objectives.	3.2.2	Complied	
HUMAN RESOURCE AND VOLUNTEER² MANAGEMENT				
10	The Board approves documented human resource policies for staff.	5.1	Complied	
11	There is a documented Code of Conduct for board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied	
12	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	

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

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

S/No. Code	Guideline	Code ID	Compliance	Explanation (if Code guideline is not complied with)
FINANCIAL MANAGEMENT AND INTERNAL CONTROLS				
13	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 its core charitable programmes.	6.1.1	Complied	
14	The Board ensures internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied	
15	The Board ensures reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
16	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks.	6.1.4	Complied	
17	The Board approves an annual budget for the charity's plans and regularly monitors its expenditure.	6.2.1	Complied	
	Does the charity invest its reserves, including fixed deposits?		No	
18	The charity has a documented investment policy approved by the Board.	6.4.3	—	
FUNDRAISING PRACTICES				
	Did the charity receive cash donations (solicited or unsolicited) during the year?		Yes	
19	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied	
	Did the charity receive donations-in-kind during the year?		No	
20	All donations-in-kind received are properly recorded and accounted for by the charity.	7.2.3	—	
DISCLOSURE AND TRANSPARENCY				
21	The charity discloses in its annual report: i. Number of Board meetings in the year; and ii. Individual Board member's attendance.	8.2	Complied	
-	Are board members remunerated for their Board services? (skip items 22 and 23 if "No")		No	
22	No board member is involved in setting his or her own remuneration.	2.2	—	
23	The charity discloses the exact remuneration and benefits received by each board member in its annual report. OR The charity discloses that no board members are remunerated.	8.3	—	
-	Does the charity employ paid staff?		Yes	
24	No staff is involved in setting his or her own remuneration.	2.2	Complied	
25	The charity discloses in its annual report: i. The total annual remuneration(including any remuneration received in its subsidiaries), for each its three highest paid staff ¹ , who each receives remuneration exceeding \$100,000, in bands of \$100,000; and ii. If any of the 3 highest paid staff ¹ also serves on the Board of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that none of its staff ¹ receives more than \$100,000 in annual remuneration each.	8.4	Complied	

Disclosure of Remuneration of three highest paid staff

The charity discloses that none of its staff receives more than \$100,000 in annual remuneration.

The charity has no paid staff, who are close members of the family of the Executive Head or Board members, who each receives total remuneration of more than \$50,000 during the year.

Disclosure of Remuneration and Benefits received by Board Members

No Board members are remunerated for their Board Services in the financial year.

Attendance at Board Meetings

GCA
(UEN#201428805R)
incorporated 29 Sep 2014

Main Board	Appointment since	Date of Resignation	Attendance in FY20
Lee Suan Hiang	1-Jun-16		100%
Nicholas Goh Cher Shuie	12-Dec-14		75%
Colin Goh	1-Mar-23		100%
Phan Ming Yen*	1-Apr-16	1-Mar-23	100%
Philip Tan Chin Wen	6-Feb-15		75%
Edwin Yeo Thiam Lock	14-Nov-17		75%
Koh Chye Hock	14-Nov-17		75%
Tan Tee Tong	1-Apr-22		100%

*CEO of GCA

Conflict of Interest Policy

GCA has a Conflict of Interest Policy where all members of the Board, Sub-Committees and staff, when acting on behalf of the GCA, must ensure that the deliberations and decisions made are in the interest of GCA, and the interest of GCA is protected when entering into a transaction, contract or arrangement. All members and staff shall promptly and fully disclose, in accordance with the procedures laid down by GCA, all interests (actual or potential) which could conflict with their duties and shall recuse from participating in any discussion and decision on the matter.

Whistleblowing Policy

GCA has a Whistleblowing Policy that provides Board members, Sub-Committee members, staff, contractors, volunteers and beneficiaries with accessible channel to the Chairman of the Whistleblowing Committee for reporting suspected fraud, corruption, dishonest practices or other similar matters. All whistle-blower complaints will be reviewed by the Whistleblowing Committee immediately to ensure independent and thorough investigation and appropriate follow-up.

