



SOSD

Annual Report for Financial Year

1 April 2018 to
31 March 2019
("FY2019")

Table of Contents

1. About SOSD.....1

2. Message from the President.....4

3. Management Committee, Staff, Volunteers and Organization.....5

4. Review of Financial Statements and Explanation of
Major Financial Transactions in FY2019 16

6. Looking Forward – Challenges20

7. Addressing Challenges, New Initiatives.....22

8. Governance23

1. About SOSD

1.1 LEGAL STATUS

SOSD is a society registered under the Societies Act (Cap. 311 of Singapore). It is also a charity and an institute of public character (“IPC”) pursuant to the Charities Act (Cap. 37 of Singapore).

UEN Number: T12SS0058C

Governing Instrument: Constitution

Registered Address: 59 Sungei Tengah Road Blk T #01-42, Singapore (699014)

Date of Charity Registration: 23 April 2013

IPC Status: Renewed from 25 April 2019 to 24 April 2020

Auditors: Fiducia LLP

Bankers: CIMB Bank Berhad, DBS Bank Ltd., Maybank Singapore Limited, Oversea-Chinese Banking Corporation Limited, United Overseas Bank Ltd.

1.2 OUR OBJECTS

Our objects, as set out in our Constitution, are as follows.

- a. To assist in the social integration and humane management of stray dogs and the furtherance of animal welfare in our society.
- b. To promote education or participate in projects purposed to promote education in developing social acceptance and consciousness towards the attributes of kindness, compassion and graciousness for animal life in our society.
- c. To rescue, neuter, rehabilitate and re-home stray dogs, abandoned dogs and dogs in need of a home.
- d. To engage in charitable and welfare work for the purposes of SOSD including to support the work of stray dog feeders in Singapore by providing financial support, veterinary assistance and/or food donation.
- e. To provide comfort and companionship to persons in Singapore who are in need through activities or programmes involving dogs.

1.3 OUR VISION

To be the leading humane organization advocating canine welfare and promoting positive human-canine relations.

1.4 OUR MISSION

- a. As a priority, to provide humane canine welfare through:
 - i. rescue, rehabilitation, re-homing programs and
 - ii. Trap-Neuter-Release and Management programs
- b. As key long-term objectives, use education and outreach activities to:
 - i. raise public awareness against cruelty to dogs
 - ii. improve appreciation of canine companionship and
 - iii. promote responsible pet ownership
- c. To carry out animal assisted activities for the benefit of specific beneficiary groups, as a service to society.

1.5 OUR STRATEGY

In pursuing our mission:

- a. SOSD will use highly focused quality programs for canine welfare to:
 - i. rescue abused, injured, abandoned, stray dogs with its available resources
 - ii. rehabilitate rescued dogs
 - iii. re-home rescued dogs
 - iv. carry out Trap-Neuter-Release Management (TNRM) programs
 - v. treat injured or ill dogs rescued under TNRM.
- b. For its long-term objectives, SOSD will carry out education and outreach activities to:
 - i. inculcate kindness and responsibility, and compassion to bring harmony to the human-canine relationship, and
 - ii. promote social acceptance and humane treatment of dogs
- c. SOSD will also carry out pro bono animal-assisted activities with its available resources for the benefit of persons in need.

1.6 OUR CORE VALUES

As a corporate body SOSD believes in these core values

- a. **Compassion**
We advocate compassion towards all living beings. Compassion for stray and abandoned dogs lies at the core of our rescue and rehoming operations.
- b. **Integrity**
We believe in the importance of honesty and upholding our values and principles.

c. **Impartiality**

We will try our best to render help to any dog in need regardless of breed.

d. **Resilience**

Despite obstacles and challenges, we are committed to humane solutions for Singapore's stray dog problems.

e. **Harmony**

We are committed to promoting harmonious relationships between human and dogs.



2. Message from the President



The financial year ended 31 March 2019 was a challenging year for SOSD. With the move into the new shelter at The Animal Lodge in Sungei Tengah, we faced many challenges, including adapting to the new environment, much lesser space for rescue dogs, lesser space for education & outreach programs, and most notably, significantly increased running costs.

We were also kept busy with increased Trap, Neuter, Release and, Management (“**TNRM**”) operations. We dedicated a large part of our resources, including two full time staff, to TNRM work, reflecting our strong belief and dedication to the cause of

reducing the stray dog population humanely through sterilization, rather than culling. SOSD started our first TNRM project in Pulau Ubin in 2014, followed by a second, even larger project on Jurong Island in 2015. To date, the Jurong Island Project is still ongoing. SOSD and Noah’s Ark Cares take care of more than 400 homeless dogs on the offshore island.

With rising costs, it has been a challenge to keep SOSD running. We are very grateful that for we managed to raise just sufficient funds to sustain SOSD’s operations in FY2019. Here, I would like to take the opportunity to thank our volunteers, donors and partners for your continued support in making Singapore a better place for its homeless animals.

Moving forward, we will continue to advocate for better, tighter animal welfare laws and regulations. In particular, we will continue to advocate for larger dogs to be allowed in HDB flats. Currently, only dogs below 15kg and 50cm can be adopted into HDB homes. As a result, only about 15% of rescued stray dogs are legally allowed in HDB homes. Increasing the limit by just 5kg and 10cm will mean up to 70% of stray dogs can be adopted by 80% of Singapore’s population. It is the one crucial policy change that will be a big step forward in reducing the stray dog population in Singapore.

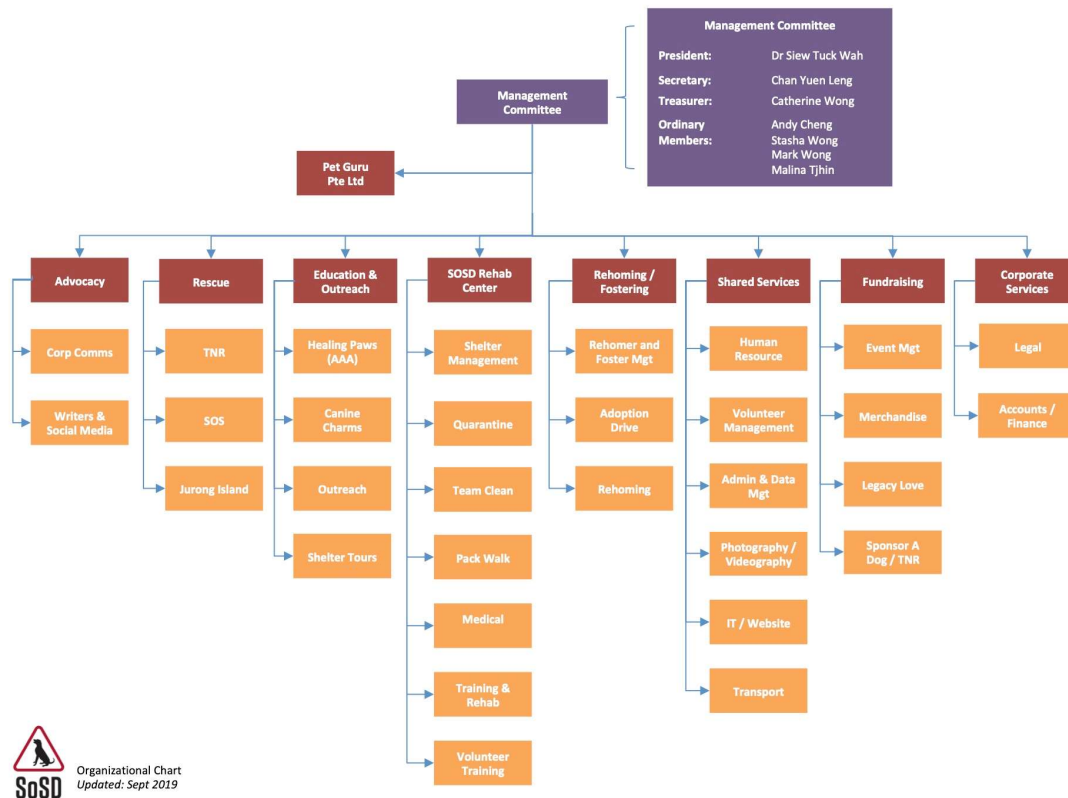
Yours truly

Dr. Siew Tuck Wah
President
SOSD

3. Management Committee, Staff, Volunteers and Organization

3.1 SOSD Organisational Chart

The current SOSD organization chart is set out below.



3.2 Management Committee

SOSD is governed by a Management Committee (“MC”), the body responsible for overseeing and managing the charity. For the financial year ended 31 March 2019 (“FY2019”), our Management Committee comprised:

NAME	CURRENT DESIGNATION	DATE OF FIRST APPOINTMENT IN CURRENT DESIGNATION	DATE OF LAST RE-ELECTION
Siew Tuck Wah	President Past MC appointment as other relevant officer: NIL	3 April 2012	24 September 2018

NAME	CURRENT DESIGNATION	DATE OF FIRST APPOINTMENT IN CURRENT DESIGNATION	DATE OF LAST RE-ELECTION
	(Occupation: Doctor in private practice)		
Catherine Wong Pey Giok	<p>Treasurer</p> <p>Past MC appointment as other relevant officer: NIL</p> <p>(Occupation: Accounting Manager)</p> <p>Head, Human Resource</p>	1 September 2016	24 September 2018
Chan Yuen Leng	<p>Secretary</p> <p>Past MC appointment as other relevant officer: NIL</p> <p>(Occupation: Advocate & Solicitor, Singapore)</p>	28 October 2018	N.A.
Malina Adinegara Tjhin	<p>Ordinary MC Member</p> <p>SOSD General Manager (1 January 2018 to 20 March 2019)</p> <p>Head, Rescue & Trap Neuter, Release & Management Operations</p>	3 April 2012	20 December 2017

NAME	CURRENT DESIGNATION	DATE OF FIRST APPOINTMENT IN CURRENT DESIGNATION	DATE OF LAST RE-ELECTION
Nurstasha Arifin Wong Ji Han	Ordinary MC Member (Secretary up to 28 October 2018) Head, Healing Paws and Education & Outreach	29 September 2015	20 December 2017
Cheng Chen Chiang, Andy	Ordinary MC Member Head, Fundraising	29 September 2015	20 December 2017
Mark Wong Lai Choong	Ordinary MC Member Head, Shelter Operations	19 February 2018	N.A

3.3 Our Employees

In FY2019, SOSD was run by our dedicated volunteers and 14 employees comprising:

- General Manager (up to 20 March 2019)
- Administrative and Rehoming Manager
- Programme Manager
- Accounts Executive
- Trap-Neuter-Release-Management (“**TNRM**”) Manager
- TNRM Officer
- SOSD Rehabilitation Centre (“**SRC**”) Shelter Manager
- SRC Shelter Operations Supervisor
- SRC Shelter Operations Assistant Supervisor
- Jurong Island Project Shelter Manager
- Two Jurong Island Project Officers
- Two Jurong Island Project Shelter Operators

3.4 Management of related entity – Pet Guru Pte. Ltd.

SOSD has a social enterprise, Pet Guru Pte. Ltd.

Pet Guru Pte. Ltd. operates an online pet store, where the public can donate food and other items to SOSD and stray feeders. Through Pet Guru Pte. Ltd., SOSD conducts food donation drives in support of independent stray feeders.

The SOSD President, Dr. Siew Tuck Wah, is SOSD's nominee director in charge of the management of Pet Guru Pte. Ltd.

3.5 Our Operational Teams and Their Work

At the heart of SOSD's operations are the goodwill and hard work of our volunteers. While our volunteers form the bulk of SOSD's sub-committees, our 12 staff occupy key roles in the smooth running of SOSD's daily operations.

We have about 700 volunteers. Our core volunteer teams in FY2019 are as follows.

3.5.1 Volunteer Management Team

The volunteer management team aims to nurture a pool of cohesive and motivated volunteers who possess an eagerness to learn and to take ownership of their personal growth. The team fosters the values for all volunteers that walk through SOSD's doors for a meaningful volunteering experience, where volunteers recognise the inherently emotional nature of animal-welfare and come together despite their differences to champion SOSD's core values and to serve the organisation's purposes. The team strives to motivate volunteers to dedicate their energies to achieving animal welfare in the most humane way possible.

3.5.2 Shelter Operations Teams

The SOSD Rehabilitation Centre ("SRC") at The Animal Lodge is run by a full time Shelter Manager. Assisting the Shelter Manager in the daily maintenance of SRC are two dedicated full time Shelter Operators who have been serving SRC since its formation. These three key individuals know the resident dogs as no one else would.



All newly rescued dogs are brought into and initially housed at the SRC quarantine unit. Dogs that are not returned to their original environment and selected for re-

homing after the quarantine period are then housed in the main rehabilitation centre for training and preparation as family pets. When ready, dogs are then taken into a foster home or, if appropriate, put up for adoption. This cycle of quarantine, rehabilitation, training, and re-homing takes place smoothly because of the cooperative and integrated effort of the various teams at the shelter. The engines that run SRC are the shelter operations teams, orchestrated by the Shelter Manager, and these are the people who make things work and to whom SOSD owes a tremendous debt of gratitude for the accomplishment of the missions of SOSD.

Team Kennel

There are four Kennel Teams, also known as Pack Walk Teams, and their job is take the SRC dogs out for exercise, grooming, and training, and generally prepare them for re-homing. These teams operate four days a week. Weekday teams have a regular turnout of about half the turnout for the weekend teams. The weekday volunteers consequently gain a higher level of expertise at the shelter than those on weekends because they handle more dogs. About one third of the 270 Team Kennel volunteers attend pack walks regularly.



Veterinary Support Team

This team is small, numbering less than twenty members but each is skilled and a few have a veterinarian science background. Even though the team members are young, they carry the heavy responsibility of providing a consistent standard of veterinarian care to all the dogs in need at the shelter. As this small group is always busy the team would love to have more volunteers join them, especially those with practical veterinarian experience.

Rehabilitation Team

Every dog is assessed by the rehabilitation team before they go anywhere. As the dogs can have very different backgrounds and histories, their needs are all different. Rehabilitation team members devote hours of care on their dogs to get them family-ready. The detailed analyses and recommendations each dog receives over time speak of the dedication and commitment that this team has for its charges at SRC. SOSD is keen to invest in upgrading the professionalism of this team through courses for its members.



Volunteers from the kennel sub-teams help to clean a dog wound and rehabilitate a dog to get used to human contact

Training Team

This small team of highly experienced handlers work to prepare new volunteers to join their elected volunteer groups. As most new volunteers enlist for Team Kennel, the demand for training places is high. In this regard, the training team has brought in additional experienced handlers to work as instructors. The new volunteers' training occupies almost a full day to ensure a good understanding of the concepts and techniques that SOSD uses for its dogs. Consistency is a critical factor in the proper rehabilitation of the dogs.

Team Clean

These unassuming heroes of SRC work quietly and efficiently to support the shelter operator and supervisor in maintaining hygienic conditions for the dogs in residence at SRC. On occasions they are assisted by Team Kennel members, especially when any of the full-time staff are away on home leave or unavailable for any other reasons. The dogs owe their hygienic living conditions to this group and SOSD is deeply appreciative of their effort.

3.5.3 Team Rehoming and Fosterers

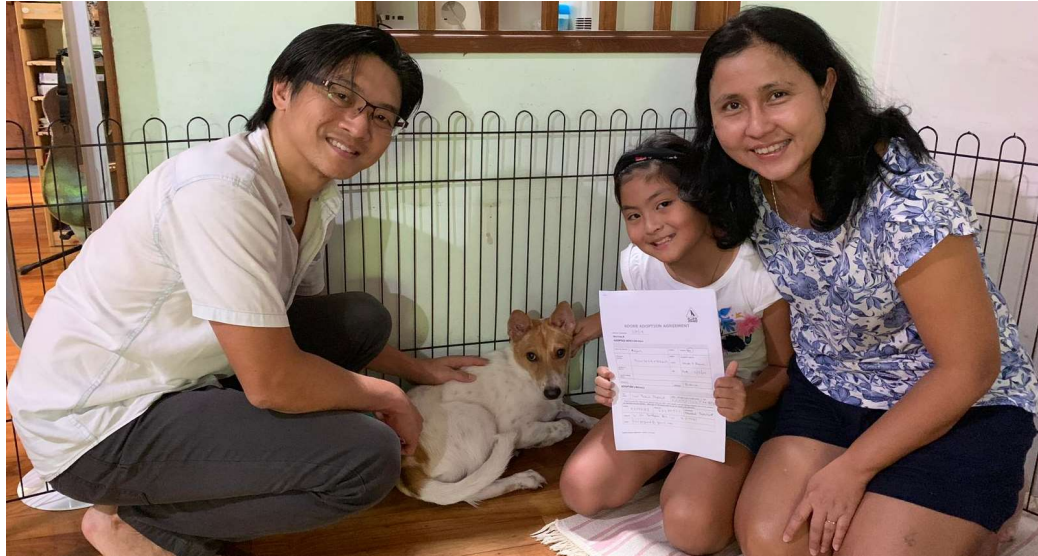
Team Rehoming and Fosterers make up the largest group of volunteers in SOSD.

Rehomers are friendly and people-oriented volunteers dedicated to working with potential adopters from the moment of their application, and even far beyond adoption. Team members implement a rigorous screening process, to ensure the best possible match between dogs and adopters. Adopters living in HDB apartments are guided through the regulatory process for dog adoption under Project ADORE. Even after adoption, rehomers follow up with guidance and loving support, particularly for first-time dog owners.



A rescue puppy in her foster home, while she awaits a permanent home.

Fosterers play a key role in helping our rescued dogs cope with transitioning into home environments. Through fostering, our rescued dogs are socialized to living in a home environment, practise their basic obedience, and perhaps most importantly, learn critical skills for confidently and happily settling into their future adopter's homes. Particularly for older dogs or those with pressing medical concerns, our fosterers provide a quiet and calm environment for them to recuperate. As shelter space is extremely limited, our team of dedicated fosterers enables SOSD to sustain its pace of operation.



A newly adopted dog with his new family

3.5.4 Team Education & Outreach

SOSD strongly believes that educating the young and the general public will help make Singapore a better place for humans and animals.

SOSD's outreach objective is to promote positive interaction between people and dogs. We also aim to create awareness on the plight of strays in Singapore and help to establish better understanding towards peaceful co-existence.

The numerous volunteer-run Education and Outreach ("**E&O**") programmes promote SOSD's message of compassion and harmony. In FY2019, the E&O team made many school visits, participated in media interviews and roadshows, and hosted numerous private shelter tours with the aim of fostering humane treatment of animals and to improve awareness of the stray dogs issues.

Schools and Education Talks – The E&O team conducts private shelter tours for schools and organisations on weekdays and shelter tours for members of the public two Sundays a month. Through education talks, we hope to educate children and youths about responsible pet ownership, and to respect and cherish the animals that share our environment. Through our shelter tours, members of the public could see our dogs and their living environment and have a better understanding of the many difficulties homeless dogs face in a developed city like ours.



Healing Paws - Healing Paws works with human-oriented partner organisations to bring Animal Assisted Activities (“AAA”) to their various beneficiaries. AAA involve our volunteers and dogs visiting people in a casual setting and enhancing their quality of life through the motivational, educational, recreational benefits of animal-human interaction. Our team of 70 active volunteers conduct on average 11 visits a month to various community hospitals, elderly hospices and youth homes in Singapore.



Canine Chums – We also strongly believe that our rescued dogs can play a part in giving back to society. Canine Chums volunteers bring our amiable rescued dogs to educational institutions and private organisations for fun-filled interactions to help alleviate the stresses that individuals face from their heavy workload. Through Canine Chums, SOSD shares the message of compassion, with the deeper aim of dispelling some myths and common misunderstanding of our local dogs, the Singapore Specials.

Participants also gain a greater understanding of the challenges SOSD and other animal welfare groups face, responsible pet ownership, and how they can contribute to improving the welfare of Singapore's street dogs.



3.5.5 Team TNRM and Team Jurong Island

Team Trap-Neuter-Release-Management (“TNRM”) and **Team Jurong Island** are staff-lead, small, yet effective. Team members work tirelessly with government and private stakeholders to ensure humane outcomes for Singapore strays. Their work is often physically-demanding and even frustrating, monitoring target sites in difficult terrain and weather conditions for weeks or even months, and requires detailed planning and coordination as Singapore Specials are very intelligent and hardly fall for the same trap twice! More than that, the teams trap and treat injured or sick dogs and often have to make difficult decisions to either release or rehome treated dogs, given SOSD’s resource constraints and the dog’s welfare in its original environment. In spite of these challenges, Team TNRM and Team Jurong Island form the backbone of SOSD’s rescue operations and the heart our belief in TNRM as a humane and effective means to managing the stray dog population.



(L) Dogs on Jurong Island; (R) Amanda, Jurong Island project officer, with a rescue dog at the holding area on Jurong Island

3.5.6 Team Fundraising

Team Fundraising organizes events to raise financial support for SOSD. Fundraising volunteers also build strong networks and relationships with donors and corporate sponsors, and work with Team Kennel to manage the Sponsor-a-Dog scheme.

3.5.7 Team Transport

Team transport volunteers are the fabric that weave together SOSD's logistics capability. These volunteers are behind the success of SOSD's many events. They provide two-way transport for all our dogs that need to visit veterinary clinics, adoption drives, outreach events and cart our equipment to and from all events. But for the transport team, SOSD's logistics costs would reach unsustainable levels. Money saved on transport is instead used for saving dogs.

3.5.8 Team IT

Team IT are the unsung heroes of SOSD, providing the crucial support needed to maintain SOSD's IT infrastructure, and ultimately, to sustain SOSD's daily operations.

3.5.9 Team Photography and Team Social Media

Team Photography volunteers are the creative minds that capture SOSD's happenings in photographic and video format.

Team Social Media are volunteers adept at harnessing the power of social media, and who craft and curate public posts about SOSD to share with its followers.

As an organisation supported entirely by the public, SOSD's success is contingent upon Team Photography and Team Social Media in capturing stories, from heartening to heart-rendering, of our struggles and successes. Not only are online platforms key to helping our rescues find their future adopters, they are also a channel through which SOSD can rally the public in support of animal welfare issues.

4. Review of Financial Statements and Explanation of Major Financial Transactions in FY2019

4.1 Summary Consolidated Financial Performance

Total Revenue \$1,261,377

Total Expenditure: \$1,249,898

SOSD has a surplus of \$11,479 which is a decrease of approximately 94% percent. as compared to FY2018 (\$203,519). Total revenue of \$1,261,377 decreased by 4.47 percent. as compared to FY2018. The decrease in total revenue and surpluses are mainly contributed by increases in operating costs due to the relocation to The Animal Lodge, increases in staff costs and increases in expenses due to the increased number of dogs sheltered at Jurong Island.

Description	2019	2018	Increase	Percentage Increase
Insurance	\$15,200.00	\$12,716.84	\$2,483.16	19.53%
Rental - Shelter	\$70,994.00	\$6,848.00	\$64,146.00	936.71%
SG Gives Charges	\$14,328.00	\$4,482.00	\$9,846.00	219.68%
Wages and Salaries	\$409,564.00	\$245,661.00	\$163,903.00	66.72%



4.2 Major Financial Transactions

- Renovation and fitting out of new shelter at The Animal Lodge: \$63,053
- Purchase of a van: \$58,000

4.3 Principal Sources of Funds

SOSD is supported entirely through generous donations from the public.

Another major and critical resource of SOSD is its volunteers who donate their time, energy and expertise to perform many critical functions across the entire range of operations in SOSD.

5. Our Programmes & Activities

5.1 A Snapshot:

In FY2019, SOSD ...

rescued:

252 dogs, providing them veterinary treatment and care and/or shelter in SRC or our fosterers' homes

sheltered:

90 dogs at SRC

189 dogs in foster homes

180 dogs at Jurong Island Shelter

re-homed:

225 dogs, **92** of which were re-homed under Project ADORE

trapped and neutered:

77 dogs in Jurong Island

***247** dogs from across Singapore, some of which were either released or re-homed by SOSD or other third-party rescuers

** This is part of the 252 dogs that were rescued.*

supported:

30 injured or sick dogs which were rescued by third party rescuers

150 roaming stray dogs in Jurong Island through our stray feeding programme

20 stray feeders by providing them with **9,000 kg.** of kibbles through stray feeder donation drives

conducted:

22 adoption drives

21 training sessions for new volunteers

24 private shelter tours at SRC for schools, tertiary institutions, societies and private organisations

14 public tours at SRC reaching out to about **611** members of the public to raise the profile of its canine residents and to raise awareness of the plight of Singapore's stray dogs

123 visits to approximately **26** Healing Paws' partner organisations, providing Animal-Assisted Activities ("**AAA**") to about 520 beneficiaries

10 Canine Chums sessions in schools and educational institutions and interacting with more than **300** participants

28 talks and outreach events in different schools and educational institutions, reaching out to students to spread the message of kindness to animals and responsible pet ownership

recruited:

130 new volunteers under the various departments

2 new staff members

SOSD has also **raised funds** through its various programmes and events, including:

SOSD Charity Dinner – The Celebration

\$53,584.03 was raised

Sponsor-a-Dog Programme

\$183,000 was raised

Gift For A Cause – Christmas Season – Online campaign

\$5900 was raised

SOSD Charity Screening 2019: A Dog's Way Home

\$4334 was raised



Members of the public interact with dogs ready for adoption at SOSD adoption drives

5.2 Noteworthy highlights:

In FY 2019 Healing Paws began visits to beneficiaries of 6 new organizations. This includes 1 community hospital, Bright Vision Community Hospital; 3 elderly homes, Thye Hua Kwan Nursing Home (Hougang), Saint Andrews's Nursing Home (Queenstown), and SASCO Home; and 1 youth home, The Salvation Army Haven Children's Home.

Of particular note was our 6-month programme with a group of residents from The Salvation Army Haven Children's Home. Our activities were in collaboration with the founder of Positive Puppies in Sydney, Australia, Barbara Wright, through which the residents acquired essential life skills—all through learning and training with their own dog partner. The residents learned how dogs learn, dog husbandry, and what it means to be responsible for the care of another life. More importantly, our friendly and non-judgemental dog volunteers created a fun and pressure-free environment for residents to practise compassion and positive communication skills. Our hope is that the residents may treasure their memories of Healing Paws, and grow in confidence to apply these skills to real life.



Dogs and volunteers give back to people in need via Healing Paws, SOSD's AAA (Animal-assisted-activities) program

6. Looking Forward – Challenges

In June 2018, the SOSD Rehabilitation Centre (“SRC”) re-located to four rental units at NParks’ The Animal Lodge (“TAL”) situated at Sungei Tengah. SRC commenced full operations on 2 June 2018 when all the dogs, stores and equipment were transported in one day with the help of an army of volunteers and a fleet of personal vehicles. Operating at the new shelter required a transition into an entirely different environment. There are many limitations at the SRC. pen spaces similar to those at the old Pasir Ris shelter are no longer available, the dogs are no longer allowed to go off leash and engage in free play. It has been a year since we moved into TAL. Many of the challenges we face relate to operations at TAL.



SOSD dogs checking out their new environment right after they were moved to their new home

6.1 High Operating Costs

SOSD now pays high rentals for the units while being charged the full rates for the use of utilities. As housing the dogs in hygienic conditions remain the topmost priority, SOSD now has a much higher operating costs than previously.

In FY 2018, the average cost of rental and utilities was \$1387.26. This increased by 462.15% to \$7798.41 in FY 2019.

6.2 Safety Issues

TAL houses a variety of tenants all of whom are involved in canine activities, either as breeders or charity animal shelters. Many animal welfare groups (AWGs) rely on volunteers for much of their work. However, the differences in practices and cultures have resulted in occasionally serious incidents. Currently the avoidance of serious incidents relies on the abilities of the respective handlers. A proper code of conduct (currently lacking, but which we hope would be put in place soon by the authorities) would help to establish safe practices to prevent incidents, and maintain safety for dogs, handlers, and visitors.

6.3 Canine Issues Inherent in the TAL Environment

In less than twelve months after moving into TAL, SRC has knowledge of at least three instances (July 2018, December 2018, April 2019) of potentially deadly parvovirus infections. The design of the shelter, the internal spaces, and arrangement of units are among the factors whereby diseases can easily spread to occupants of the many units.

6.4 Increased Difficulty in Rehabilitating Dogs in the TAL environment

The high density of animal residents, charities and commercial farms, mean that rescue dogs are subject to unrelenting environmental stressors including the smells, sights and sounds of unfamiliar dogs, and the high volume of strangers walking pass their kennels throughout the day. This makes it increasingly difficult to rehabilitate already traumatized street dogs and lessen their chances of adoption into permanent homes.

6.5 Increased Difficulty in Finding Homes for Rescue Dogs due to regulatory limitations

There has always been a preference for pure-bred dogs over mixed breed dogs in Singapore. In addition, over the years, less and less adopters are available for rescued stray dogs. Most rescued stray dogs can only be adopted into private and not HDB homes under current rules. The ADORE (Adoption and Rehoming of Dogs) Program allows mixed breed dogs below 15kg in weight and 50cm in height to be adopted into HDB apartments. However, only about 15% of stray dogs in Singapore fall into these criteria. As a result, the majority shelter dogs are unable to find homes.

6.6 Donations Unable to Keep up with Increasing Expenses

Despite increasing operating costs, donations in 2019 have not increased correspondingly. Comparing FY2018 and FY 2019, operating expenses increased by 11.91% while donations increased by 6.83%.

6.7 Challenges Faced During TNRM Work

TNRM operations are not only labour and cost intensive, but also require extensive collaboration with government agencies and other animal welfare groups, and the support of the public. Singaporeans are largely still not tolerant towards stray animals. There need to be a mindset change to accept animals in the community, before TNRM can succeed. SOSD Education and Outreach Team conducts talks and events to better inform and educate Singaporeans about the importance of TNRM.

7. Addressing Challenges; New Initiatives

7.1 Increasing Acceptance Through Education & Outreach

We aim to increase outreach efforts, to continue to increase empathy towards homeless dogs in Singapore. Through SOSD Education and Outreach programs, we aim to achieve the following:

- a. increased acceptance of stray animals in the community. This is crucial for the TNRM programs to succeed;
- b. increase the number of people choosing to adopt rather than buy a dog;
- c. educate members of the public that homeless dogs like any other dogs can, through training and socialization, be good pets

7.2 Healing Paws – New Initiatives

Healing Paws will begin a new Animal-Assisted Therapy programme in collaboration with principal Social Worker, Play Therapy and Animal-Assisted Therapist, Fion Yip, of Children's Cancer Foundation. Unlike our usual casual Animal-Assisted Activities, Healing Paws dog volunteers will support Fion in helping her clients meet their individualised treatment plans in a one-on-one setting. Healing Paws looks forward to meeting new needs and bringing warmth and companionship to members of the community who would not otherwise have the opportunity to interact with dogs.

7.3 Advocating for Increase in Size of dogs Allowed in HDB Apartments

SOSD has been a strong advocate for increasing the size of dogs allowed in HDB flats, which will allow more rescue dogs to be adopted, and ease the problem of not having enough space to house them. We will increase our efforts in this area through dialogue with the relevant government bodies.

7.4 Increase Fundraising Efforts

To cope with rising expenses, we need to spearhead new fundraising initiatives, and relook current ones. We have hired a full-time fundraising officer to better manage SOSD's fundraising department.

7.5 Work Closely with NParks to Improve Conditions at TAL

There are several teething issues arising from the shelter move to TAL. We hope that NParks will rectify these issues by the end of FY 2020 through feedback, dialogue, and devising better operation workflows within TAL.

8. Governance

8.1 Management Committee

Under SOSD's constitution, the management and administration of the charity is entrusted to the Management Committee ("**MC**"). The MC provides strategic direction and oversight of SOSD's programmes and objectives.

As part of its role, the MC, *inter alia*:

- approves SOSD's annual budget and monitor expenditure against budget;
- periodically reviews organization's charitable purposes, and external environment in which it works, to make sure that the charity, and its purposes, stay relevant and valid;
- ensure that the charity's values are reflected in all of its work, and culture of the organization underpin the delivery of all activities;
- monitors the progress of its programmes; and
- collectively exercises powers of delegation to committees, staff or volunteers.

8.2 Term Limits

Under the SOSD Constitution, each MC member has a term limit of two years and may be re-elected at a general meeting. The Treasurer has a term limit of 4 years and may not seek re-election until a lapse of at least two years.

8.3 MC Meetings and Attendance

A total of nine MC meetings and one annual general meeting and two extraordinary general meetings were held during FY2019. The following sets out each MC member's attendance at MC meetings:

NAME OF MC MEMBER	PERCENTAGE OF ATTENDANCE
Siew Tuck Wah	89%
Catherine Wong Pey Giok	78%
Chan Yuen Leng	89%
Malina Adinegara Tjhin	100%
Nurstasha Arifin Wong Ji Han	89%
Cheng Chen Chiang, Andy	89%
Mark Wong Lai Choong	89%

8.4 Disclosure of Remuneration and Benefits received by MC Members

No MC member was paid any remuneration for their services as MC member in FY2019.

8.5 Disclosure of Remuneration of Staff

None of the staff of SOSD and its subsidiary receive an annual remuneration of \$100,000 or more.

SOSD has no paid staff who are close members of the family of any MC member.

8.6 Reserves Policy

SOSD aims to maintain its reserves at a level which is at least equivalent to six months' worth of operating expenditure.

The reserves are to be invested in financial instruments offered by established banks in Singapore that provide 100% principal protection.

The MC conducts regular reviews on the amount of reserves that are required to ensure that they are adequate.

The reserves shall not be used except with the approval of the MC.

SOSD's Reserves Position:

	FY2019	FY2018
A. General/Unrestricted Funds (Reserves)	\$1,089,000	\$1,058,000
B. Annual Operating Expenditure	\$1,201,000	\$912,000
Ratio of Reserves <i>[Formula of Reserve ratio = (A) Total unrestricted funds / (B) Annual operating expenditure]</i>	0.91	1.16

8.7 Conflict of Interests Policy

SOSD requires all MC members and employees to submit an annual conflict of interest declaration in the form provided by SOSD at the end of each financial year.

MC members and employees are also required to declare, as soon as they are aware, that they have any conflict of interest or potential conflict of interest in relation to any transaction or matter involving SOSD.

MC members are not allowed to vote on any matters in which they have a conflict of interest. They are also not allowed to participate in any discussion on matters in which they are personally interested. An MC member is required to recuse himself or herself from any meeting where such discussion takes place. The reason for how a final decision is made on the matter is also required to be recorded in the minutes of meeting.

For and on behalf of the Management Committee

Dr. Siew Tuck Wah
President
26 September 2019