



# SOSD

Annual Report for Period

1 April 2019 to  
31 December 2019  
("FYE 31 December 2019")

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# 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 2020 to 24 April 2021

**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, 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 last financial year (FYE 31 December 2019) was a shorter work year for SOSD, with only 9 months, as we shifted our financial year end from 31 March to 31 December of a calendar year. Nonetheless, we continued to face some of the same challenges as the previous year.

We are happy to report that after a year, our volunteers, staff, and dogs have settled in better in our shelter at The Animal Lodge in Sungei Tengah. With a more densely populated shelter now, we had to make adjustments to our shelter volunteer program. Due to the change in shelter location, many could not commit to volunteering anymore. We continued to train and orientate new volunteers to ensure that the dogs continue to get walked, and that their medical and rehabilitation needs are taken care of. Extra precautions are also put into place to ensure the safety of our volunteers and dogs in the new environment.

Our operations in the Jurong Island Project – where stray dogs were sterilized in Trap, Neuter, Release and, Management (“**TNRM**”) operations continued to be a key focus. We have moved to Phase 2 of the project, where dogs are relocated into holding areas on Jurong Island. These dogs are cared for by both SOSD and Noah’s Ark Cares. The 2 organisations take care of more than 400 homeless dogs on the island. We look after the dogs in the holding areas, take care of their medical needs, and feed the free roaming dogs.

At the same time, TNRM operations on mainland Singapore have progressed at an intense pace. We have dedicated a large part of our resources, including 2 full-time staff, to trapping and sterilization of stray dogs in mainland Singapore and to re-homing stray puppies and suitable adult dogs.

As with the previous year, we struggled with fundraising. The rise in expenditure was unfortunately not met with the same degree of increase in donations, and we just managed to raise enough funds for FYE 31 December 2019. With the effects of the COVID 19 pandemic reverberating across all sectors of the Singapore economy and impacting the life of many of its residents, we foresee that this financial year will be especially challenging. We appeal for more like-minded individuals to come forward to join our dedicate team of volunteers to assist us in meeting the challenges ahead.

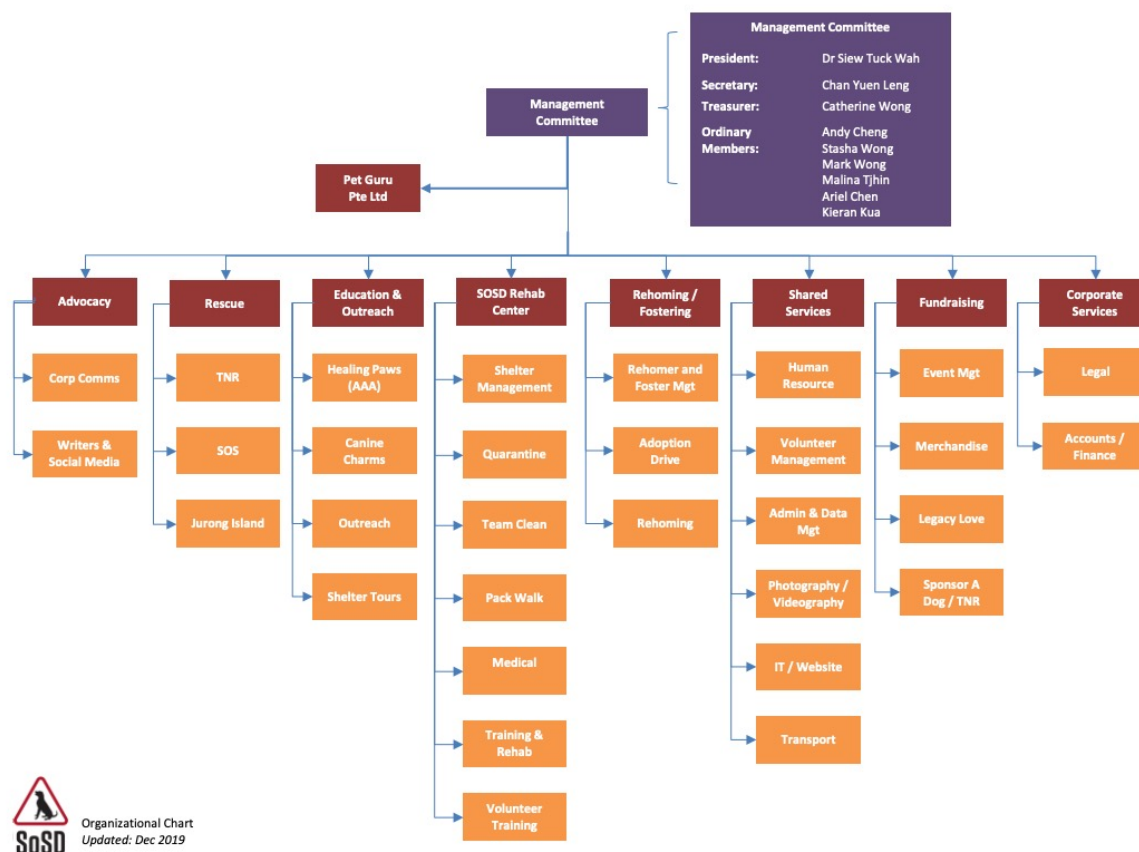
We are very grateful for the continued support of all our donors, volunteers and adopters. We will continue to do our best to improve the welfare of Singapore’s homeless dogs. This year, we have been advocating for larger dogs to be allowed in HDB flats, so that more rescue dogs can get adopted. Together with TNRM, we believe that this will be the solution to Singapore’s stray dog problem.

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 9-month ended 31 December 2019 (“FYE 31 December 2019”), our Management Committee comprised:

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

NAME	CURRENT DESIGNATION	DATE OF FIRST APPOINTMENT IN CURRENT DESIGNATION	DATE OF LAST RE-ELECTION
	(Occupation: Doctor in private practice)		
<b>Catherine Wong Pey Giok</b>	<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
<b>Chan Yuen Leng</b>	<p>Secretary</p> <p>Past MC appointment as other relevant officer: NIL</p> <p>(Occupation: Advocate &amp; Solicitor, Singapore)</p>	28 October 2018	N.A.
<b>Malina Adinegara Tjhin</b>	<p>Ordinary MC Member</p> <p>Head, Rescue &amp; Trap Neuter, Release &amp; Management Operations</p>	3 April 2012	26 September 2019
<b>Nurstasha Arifin Wong Ji Han</b>	<p>Ordinary MC Member</p> <p>Past MC appointment as other relevant officer: Secretary up to 28 October 2018)</p>	29 September 2015	26 September 2019



NAME	CURRENT DESIGNATION	DATE OF FIRST APPOINTMENT IN CURRENT DESIGNATION	DATE OF LAST RE-ELECTION
	Head, Healing Paws and Education & Outreach		
<b>Cheng Chen Chiang, Andy</b>	Ordinary MC Member Head, Fundraising	29 September 2015	26 September 2019
<b>Mark Wong Lai Choong</b>	Ordinary MC Member Head, Shelter Operations	19 February 2018	Resigned on 26 September 2019
<b>Chen Jia Xin</b>	Ordinary MC Member Head, Volunteer Management	26 September 2019	N.A.
<b>Kua Yi Wen</b>	Ordinary MC Member SRC Shelter Manager	26 September 2019	N.A.

### 3.3 Our Employees

In FYE 31 December 2019, SOSD was run by our dedicated volunteers and 13 employees comprising:

- Administrative and Rehoming Officer
- 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
- 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 food 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 14 staff occupy key roles in the smooth running of SOSD's daily operations.

We have about 500 volunteers. Our core volunteer teams in FYE 31 December 2019 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. 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 socialisation 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 one third 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 220 Team Kennel volunteers attend pack walks regularly.

We have started evening walks on some days of the week with small groups of experienced volunteers. The aim of the evening pack walks is to provide a more casual, relaxed atmosphere for dogs that may have difficulty coping with a typical pet walk setting which is crowded and noisy. It is hope that the volunteers will be able to spend more time interacting with these dogs and in this way, speed up their rehabilitation.

### **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 receive 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.

### **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.

**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 adopters' 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.

### 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 FYE 31 December 2019, 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 55 active volunteers conduct on average 9 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.

### 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 FYE 31 December 2019**

### **4.1 Summary Consolidated Financial Performance**

**Total Revenue**                \$829,473.00

**Total Expenditure:**        \$827,135.00

SOSD has a surplus of \$ 2,338.00 which is a decrease of approximately 79.63% percent. as compared to \$11,479.00 for the financial year ended 31 March 2019 ("FYE 31 March 2019"). Total revenue of \$829,473.00 decreased by 34.24 percent. as compared to FYE 31 March 2019. This is largely because the amounts reported for FYE 31 December 2019 are for a 9-month period (from 1 April 2019 to 31 December 2019) whilst the numbers reported for FYE 31 March 2019 are for a full 12-month period (1 April 2018 to 31 March 2019). In addition, no charity dinner was held for

fundraising, as compared to FYE 31 March 2019 when \$53,584.03 was raised. There has also been a general reduction in donations received likely due to weak economic sentiments and the proliferation of animal welfare groups in Singapore.

#### 4.2 Major Financial Transactions

SOSD signed a contract to use a small service office for \$14,445 per annum.

In view of the economic uncertainty arising from the COVID19 pandemic, we terminated the use of this service office effect from 30 June 2020 as part of cost-saving measures.

#### 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 FYE 31 December 2019, SOSD ...

#### **rescued:**

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

#### **sheltered:**

an average of **65** dogs at SRC at any one time

about **130** dogs in foster homes, most were eventually adopted and the rest are still under the care of fosterers

**200** dogs at the Jurong Island Shelter

#### **re-homed:**

**158** dogs, **58** of which were re-homed under Project ADORE

#### **trapped and neutered:**

**55** dogs in Jurong Island

**\*205** dogs from across Singapore, some of which were either released or re-homed by SOSD or other third-party rescuers

*\* This forms part of the 118 dogs that were rescued*

**supported:**

- 10** injured or sick dogs which were rescued by third party rescuers
- 100** roaming stray dogs in Jurong Island through our stray feeding programme
- 25** stray feeders by providing them with **5,500 kg.** of kibbles through stray feeder donation drives

**conducted:**

- 14** adoption drives
- 19 orientation and** training sessions for new volunteers
- 17** private shelter tours at SRC for schools, tertiary institutions, societies and private organisations (for about **500** attendees)
- 16** public tours at SRC reaching out to about **400** members of the public to raise the profile of its canine residents and to raise awareness of the plight of Singapore's stray dogs
- 77** visits to approximately **15** Healing Paws' partner organisations, providing Animal-Assisted Activities ("**AAA**") to about 230 residents and patients of our partner organisations
- 9** Canine Chums sessions in schools and educational institutions and interacting with more than **100** participants
- 14** 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 (about about **4340** attendees)

**recruited:**

- 117** new volunteers under the various departments
- 3** new staff members on a part-time basis for its Jurong Island shelter

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

**Sponsor-a-Dog Programme**

**\$124,185.00** was raised

**SOSD Charity Screening 2019: "The Secret Life of Pets 2"**

**\$4087** was raised

## **5.2 Noteworthy highlights: Healing Paws**

Healing Paws has done so much good over the last five years. In 2019, we received three awards:



Volunteer Appreciation Award  
Pacific Healthcare Nursing Home, visited since 2017  
IC: Chan Siying

Friend of Singapore Red Cross Award  
Red Cross Home for the Disabled, visited since 2016  
ICs: Jennifer Tan Lily and Jill Wong

Meritorious Service Award  
MINDS, visited from 2015-17  
IC: Eileen Hong

SOSD is deeply thankful to the dedication of all Healing Paws ICs, past and present, who have conducted activities at the various homes with a heart, and embodied SOSD's core values of compassion, resilience and harmony.

Most importantly, SOSD thanks all our regular volunteers, past and present, for making Healing Paws possible. As of October 2019, Healing Paws has conducted approximately 461 visits since its inception, and is a true testament to all our volunteers' commitment to SOSD's mission.

We have seen some of our pioneer dogs cross the rainbow bridge, we have welcomed new blood into the family, and we have been able to support each other through it all.

We have so much to look forward to, such as our expansion into Animal-Assisted Therapy with our therapist and her CCF beneficiaries, and our upcoming participation in The Happiness Conference 2020. Healing Paws is changing Singapore, slowly, but surely.

Healing Paws' mission is to bring our dogs to members of the community who wouldn't otherwise have the opportunity to experience their warmth and companionship. We will continue to strive for changed lives through our dogs.

## 6. Looking Forward – Challenges

We worked closely with the Animal and Veterinary Service (“**AVS**”) to improve the operational problems we faced at The Animal Lodge (“**TAL**”). Operating at the new shelter required a transition into an entirely different environment, with many new

limitations. Fortunately, we were able to adapt to the new environment and improve the conditions for both volunteers and dogs.

### **6.1 High Operating Costs**

SOSD's operating costs remain high as we intensified our TNRM operations. The total expenditure for 9-month was \$827,135; this was very similar to the previous financial year.

### **6.2 Operational Issues Inherent in the TAL Environment**

TAL houses a variety of tenants all of whom are involved in canine activities, either as breeders or charity animal shelters, packed together densely in a shared compound. The differences in practices and cultures mean that serious accidents may occur. Codes of conduct were put into place last year, and this has helped improve the safety standards and prevent further incidents. However, more enforcement needs to be done by AVS to ensure that these codes of conduct are adhered to.

Infection control remains a challenge in the shelter. The close proximity means that diseases such as parvovirus can spread very rapidly and readily amongst dogs.

Finally, the high density of animal residents, charities and commercial farms, mean that rescue dogs are subject to unrelenting environmental stressors. This makes it increasingly difficult to rehabilitate already traumatized street dogs and may lessen their chances of adoption into permanent homes.

### **6.3 Decreased Adoption Numbers**

The number of adoptions in FYE 31 December 2019 was 158. This is a 30% decrease compared to 225 adoptions in FYE 31 March 2019. Besides the shorter work year of only 9 months, the other reason is that in the past year, we focused more on rehoming adult dogs rather than puppies.

One happy consequence of TNRM efforts is the reduction of the number of stray puppies that require rescue and re-homing. We are then able to focus on the re-homing of our adult dogs in our shelter and foster homes. This is a very positive development as our well-trained and well socialized adult dogs make very good house hold pets and deserve a chance to live in a home, rather than to live their lives out in a shelter.

### **6.4 Difficulty in Finding Homes for Rescue Dogs due to societal prejudice and regulatory limitations**

There has always been a preference for pure-bred dogs over our unique Singapore Specials dogs amongst dog owners. Many would also prefer to purchase a puppy from a breeder rather than adopt a homeless dog.

Previously, rescued stray dogs could only be adopted into private and not HDB homes. Project ADORE was started by AVS and HDB in 2012 with the aim of allowing mid-sized local dogs of up to 50 cm and not more than 15 kg. to be rehomed into HDB homes.

This allowed some Singapore Specials to be adopted but many Singapore Specials do not meet the height and weight criteria and the number of dogs that could be rehomed remained limited.

On 1 March 2020, in response to animal welfare groups' feedback, AVS expanded Project ADORE under a two-year pilot scheme by removing the weight limit for dogs and increasing the height limit by 10% to 55 cm. We are very encouraged by the expansion of the scheme and we are working hard to find homes for our adult Singapore Specials that meet the revised criteria. Our volunteers will also work with potential adopters and adopters to ensure the harmonious transition of the bigger Singapore Specials into the HDB environment.

#### **6.5 Donations Unable to Keep up with Increasing Expenses**

Despite increasing operating costs, donations in FYE 31 December 2019 have not increased correspondingly. Donations could barely cover expenditure, with a surplus of \$2,338.00 which is a decrease of approximately 79.63% percent as compared to \$11,479.00 for the financial year ended 31 March 2019. There has also been a general reduction in donations received likely due to weak economic sentiments. With the COVID 19 pandemic affecting all sectors of the economy, we foresee that a worsening of our financial situation in the near term.

#### **6.6 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. The SOSD Education and Outreach Team conducts talks and events to better inform and educate Singaporeans about the importance of TNRM.

### **7. Addressing Challenges**

#### **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 Increase Number of Adoptions**

We will continue to encourage the public to adopt, rather than buy a dog. We hope to increase the number of dogs getting adopted through adoption drives, and having more social media postings.

In particular, we would like to focus on rehoming more of our adult dogs from the SRC so that they do not have to live out their lives in the shelter.

### **7.3 Increase Fundraising Efforts**

To cope with rising expenses, we need to spearhead new fundraising initiatives, and relook current ones. We plan to organise increased online fundraising campaigns, and organise more fundraising events. A charity dinner is planned for 2020.

### **7.4 Work Closely with NParks to Improve Conditions at TAL**

While several issues arising from the shelter move to TAL have been addressed, there are still many operational issues at TAL. We will continue to work with AVS and NParks to rectify these issues by the end of FY 2020 through feedback, dialogue, and devising better operation workflows within TAL.

### **7.5 Work Closely with NParks for Community Outreach Programmes**

Nparks has committed resources to give a helping hand to various animal welfare groups with regular community events that target both pet owners and would-be pet owners. This has helped to cast a wider net in driving the message of not only "Adopt Dont Shop" but also to push for the acceptance of street dogs as an inherent part of our home and community. We will endeavour to continue to work with Nparks to better the lives of our street dogs.

## **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 were held in FYE 31 December 2019. 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%
Chen Jia Xin*	11%
Kua Yi Wen*	22%

+ Resigned on 26 September 2019.

\* Elected on 26 September 2019.

## 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 FYE 31 December 2019.

## 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:

	FYE 31 December 2019 (9 months)	FYE 31 March 2019 (12 months)
<b>A. General/Unrestricted Funds (Reserves)</b>	\$1,027,354.00	\$1,089,000.00
<b>B. Designated/Restricted Funds (Reserves)</b>	\$9,485.00	
<b>C. Total Funds</b>	\$1,036,839.00	
<b>D. Annual Operating Expenditure</b>	\$812,873.00	\$1,201,000.00
<b>Ratio of Reserves</b> <i>[Formula of Reserve ratio = (C) Total Funds / (D) Annual operating expenditure]</i>	1.28	0.91

## 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**

A handwritten signature in black ink, consisting of a series of loops and a long horizontal stroke.

Dr. Siew Tuck Wah  
President  
30 July 2020